ita
industry training a
BCIT
NOW'S
THE
TIME.

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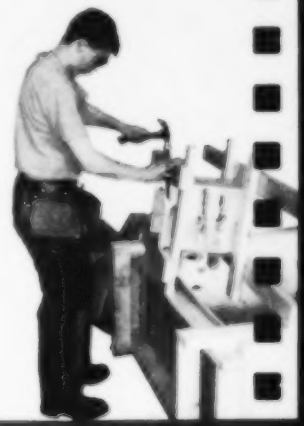
NOW'S TH TIME While economic conditions in 2008/09 created challenges for the Industry Training Authority, apprenticeship participation nevertheless continued to grow. The ITA and its training partners came to the firm conclusion during the year that, despite the current economic downturn, now's the time for continued investment in training. In fact, the ITA views the downturn as an opportunity to skill up in order to alleviate future skills shortages.



YEAR IN REVIEW

APRIL – JUNE 2008

- ITA board approves funding for the Transportation Career Development Association (TransCDA), BC's seventh Industry Training Organization
- Final research report of the Aboriginal Trades and Apprenticeship Study, commissioned by the ITA and the Aboriginal Human Resource Council, is released

Photography Credits: Photography for this publication was provided in part by BCIT and the Delta School District. The Industry Training Authority gratefully acknowledges this assistance, which has enabled it to better represent the diversity of industry training programs and participants in British Columbia, and the range of organizations that contribute to its success. Cover photo courtesy BCIT (Scott McAlpine).

MESSAGE FROM THE CHAIR

To the Honourable Murray Coell

Minister of Advanced Education and Labour Market Development

Since its inception five years ago, the Industry Training Authority (ITA) has brought growth, innovation and stability to British Columbia's industry training system. It continued to serve British Columbians in this manner during 2008/09, through an approach rooted in enterprise partnership.

The rapid onset of a deep economic downturn means that now's the time to maintain this focus and commitment to industry training and certification — which are critical to British Columbia's economic performance — and to further encourage apprentices and employers to "skill up".

The downturn clearly impacted the ITA's operating environment and performance results during 2008/09. While most targets against which we are able to report were achieved, some were not.

We exceeded our target for total registered training participants, which is the most fundamental of our performance measures. This reflects well above-target youth participation. There was continued growth in apprenticeship, but we fell slightly short of target on both apprenticeship and foundation program participation. A decline in new apprenticeship registrations in late 2008 coincided with changing economic conditions (although, encouragingly, new registrations rebounded to more typical levels in early 2009).

Targets were achieved relative to the number of employers sponsoring apprentices and to measures relating to Industry Training Organizations. While this is encouraging, the economic downturn clearly creates a risk of reduced availability of work-based training opportunities going forward.

Improved training seat utilization rates were a significant success story during 2008/09, for which we applaud our training-provider partners. Apprenticeship completion rates improved over the past year but still fell short of target, as did wait times for apprentices to access technical training.

While many organizations are, of necessity, riding out the current downturn through contraction and retrenchment, now is clearly not the time for such a strategy in the industry training context. The downturn has temporarily alleviated skills shortages, but they will re-occur along with economic recovery and become more severe over time.

The ITA therefore developed and initiated mitigation strategies during 2008/09, intended to sustain and grow industry training participation even during the downturn. Indeed, the downturn could represent an opportunity for current apprentices to progress further with their technical training.

One key aspect of our mitigation strategy was the development of a promotional campaign focusing on the importance and benefits of industry training at this juncture. A key objective will be to encourage employers to retain their apprentices, and the campaign will be more broadly rolled out in collaboration with various stakeholders in early 2009/10.

We took steps to better respond to less predictable training demand under current economic conditions. A new Learner Demand Fund and an Economic Recovery Working Group with training providers were established, to ensure that often rapidly arising shifts in regional and trade-specific needs can be met in a timely manner.

We assessed our policy framework, with a view to facilitating training completion even in the event of less reliable availability of work-based training opportunities.

Circumstances like those of 2008/09, which are likely to continue in 2009/10, require an increased focus on fundamentals such as overall participation growth. We recognize, however, that long-term success also depends on sustained efforts in areas such as target-group recruitment, and on the flexibility and effectiveness of training delivery and skills assessment. Efforts and results in these areas are also reported here.

JULY – SEPTEMBER

- Petroleum Equipment Mechanic Human Resources Steering Committee is formed to establish a new training program and trade certification
- Statistics Canada releases its National Apprenticeship Survey, confirming positive employment outcomes for BC apprentices (see page 9)
- Shipbuilding and Repair Human Resource Steering Committee is formed to review sectoral training priorities

We ended the year with a refined internal structure, a new information management system, a new strategic plan, and a revised governance framework. Financially, we had a larger surplus than in the past, for reasons having largely to do with the changed operating environment (see Management's Discussion and Analysis, page 23).

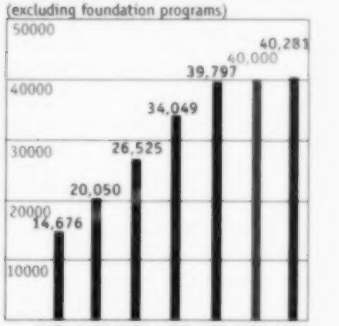
Now is indeed the time for continued investment in training in British Columbia, and in the opinion of the board, the ITA is well-positioned to lead further expansion of British Columbia's training system.

This report was prepared under the direction of the board, which is accountable for its content and for the internal controls in place to ensure accuracy. It has been prepared in accordance with the *Budget Transparency and Accountability Act* and the *BC Reporting Principles*, and reflects performance for the year ended March 31, 2009, with reference to the February 2008 service plan. Significant performance-expectation changes and data reliability issues are noted. And all significant decisions, events and identified risks, as of May 31, 2009, have been considered.

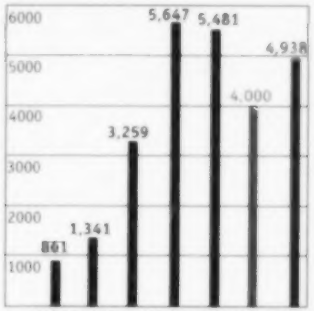
Frank Borowicz, QC
Chair

2008 / 2009 PERFORMANCE HIGHLIGHTS

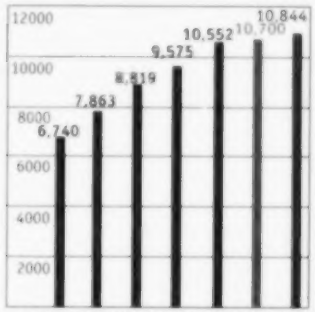
REGISTERED PARTICIPANTS
(excluding foundation programs)



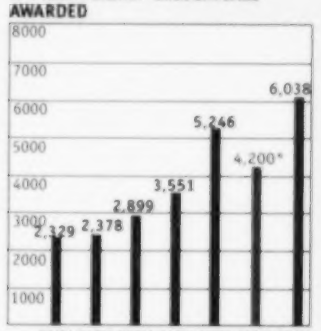
YOUTH APPRENTICESHIP



REGISTERED SPONSORS



APPRENTICESHIP CREDENTIALS AWARDED



*Target set with reference to forecasted 2007/08 performance, actual performance was better than forecasted

OCTOBER – DECEMBER

- ITA's new 14-member Aboriginal Advisory Committee holds inaugural meeting
- ITA launches its re-designed and updated web site
- TradeRoutes mobile training unit concludes demonstration phase of operation, involving 13 community-based training projects in 10 northern communities

MESSAGE FROM THE CHIEF EXECUTIVE OFFICER

To Our Partners and Stakeholders

As we assess 2008/09 performance, the Industry Training Authority is certainly not alone in witnessing unexpected developments, shifting operational realities, and results that fell short of targets to a greater extent than is the norm.

There is no question, however, that now is the time to maintain a strong focus on "skilling up" through continued training growth and improved outcomes.

We don't yet know how long the current downturn will last or how significant its full impacts will be. But we do know that skills shortages will be an even more imminent threat to British Columbia's prosperity when the economy picks up – and we need to be training now to address that challenge.

Employers and many of our other partners are facing severe challenges under current economic circumstances. It speaks volumes to industry's commitment to training that we have yet to see a drop off in sponsorship numbers, and that Industry Training Organizations (ITOs) continued to grow and provide fuller industry leadership even over the course of this difficult year.

During 2008/09, we developed a new strategic plan that defines collaboration and innovation as the cornerstones of the British Columbia training system's ability to meet industry's needs. And we made advances on both fronts.

An array of project-specific working groups, involving the ITA and training providers, is testimony to a commitment to maximize contributions to economic recovery and to address specific training-delivery challenges and opportunities. So too is our continued engagement with public training providers through the Joint Leadership Committee.

Significant progress was also made in clarifying respective roles and responsibilities on the part of the ITA and ITOs. All of this reflects a shared recognition among key stakeholders of the importance of sustaining the training momentum we've collectively generated in recent years.

On the innovation front, the highlight was British Columbia's national leadership in establishing the Multiple Assessment Pathways (MAP) project, through which we are pioneering new and varied competency assessment tools. MAP is expected to make trade certification more accessible to tradespeople who have acquired their skills offshore or through informal channels (see page 10).

I commend all of our enterprise partners for their continued commitment, and for their contributions to the results detailed in this report. Given the circumstances we have all faced during the year, we see much in which to take shared pride and upon which to build in 2009/10 and beyond.

Kevin Evans
Chief Executive Officer

JANUARY – MARCH 2009

- ITA awards various contracts for training delivery and other initiatives in support of female and immigrant industry training participation, using Canada-BC Labour Market Agreement funding
- Canadian Council of Directors of Apprenticeship endorses Multiple Assessment Pathways initiative as basis for Red Seal endorsement in a cooking trades pilot program
- Nominations open for third annual Top in Trades professional recognition program
- ITADirectAccess information management system is launched
- ITA launches E-PPRENTICE initiative and requests proposals for development of alternative training delivery
- Various training programs designed to enhance Aboriginal participation are initiated, using Canada-BC Labour Market Agreement funding
- ITA releases action plan in response to recommendations in Auditor-General's report on the industry training system
- ITA participates in Chamber of Commerce-hosted p-anel discussions on training and small business, held around BC
- ITA and training providers form Economic Recovery Working Group
- A record of 665 high school graduates receive $1,000 scholarships, recognizing successful participation in the Secondary School Apprenticeship Program

ORGANIZATIONAL OVERVIEW

Public Interest Served

The Industry Training Authority (ITA) governs the industry training system and strives to maximize its contributions to the well-being of British Columbians and their businesses and economy. It serves the public interest by ensuring that industry has access to skilled labour and that individuals have access to training and skills-recognition opportunities that enable them to develop to their full potential.

The ITA's legislative mandate is defined in the *Industry Training Authority Act* (available at www.itabc.ca) and further direction is provided through a Shareholder's Letter of Expectations (see page 22). Key aspects of the legislative mandate include:

- designations and recommendations regarding new training programs;
- development of program standards;
- development of assessment standards and procedures for training programs;
- development of assessment standards and procedures for recognition of prior training;
- recognition and approval of training providers; and
- provision of training delivery funding.

The ITA facilitates industry leadership within the training system, in part through a network of sector-specific Industry Training Organizations, and works to align the types, structure and volumes of training provided with current and anticipated industry needs.

The ITA has a dual focus on training and certification. Training involves a range of programs with industry-defined standards and outcomes, which are delivered primarily in the workplace, with completion resulting in an ITA-issued credential. This includes both apprenticeship and foundation (or pre-apprenticeship) programs, and youth-specific programs.

The ITA also enables individuals (referred to as "challengers") to be certified based on assessments of their existing skills, and this is an area of increasing focus and development activity.

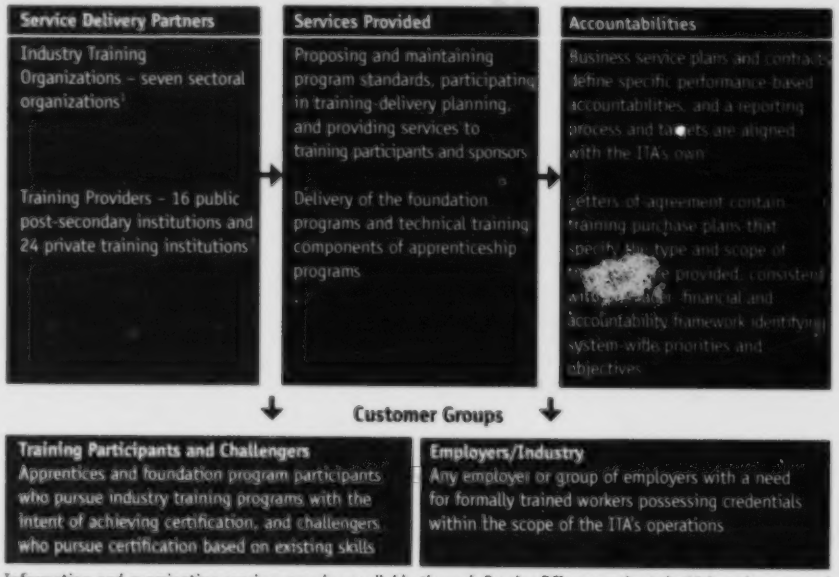
Structure and Service Delivery

The ITA is primarily engaged in governance, policy development, program standards and system-wide collaboration and coordination. Its head office is located in Richmond while a second office in Vancouver serves primarily as a customer-service centre.

Responsibilities among ITA executive staff were reconfigured during 2008/09 to better advance an innovation agenda and align with evolving priorities. These staff are organized along the following functional lines, reflecting the ITA's core business areas:

- customer service
- finance and corporate services (including training delivery), human resources
- labour supply initiatives, including Aboriginal initiatives
- marketing and communications
- operations and Industry Training Organizations
- policy
- program standards
- strategic initiatives
- trainer designation

The ITA had a total active staff of approximately 45 at the end of 2008/09. It is able to provide a broad range of services province-wide to tens of thousands of training participants and sponsors by effectively engaging service-delivery partners.


Service Delivery Partners
Industry Training Organizations – seven sectoral organizations[1]
Training Providers – 16 public post-secondary institutions and 24 private training institutions[2]
Services Provided
Proposing and maintaining program standards, participating in training-delivery planning, and providing services to training participants and sponsors
Delivery of the foundation programs and technical training components of apprenticeship programs
Accountabilities
Business service plans and contracts define specific performance-based accountabilities, and a reporting process and targets are aligned with the ITA's own
Letters of agreement contain training purchase plans that specify the type and scope of [illegible] provided, consistent with [illegible] financial and accountability framework identifying system-wide priorities and objectives
Customer Groups
Training Participants and Challengers
Apprentices and foundation program participants who pursue industry training programs with the intent of achieving certification, and challengers who pursue certification based on existing skills
Employers/Industry
Any employer or group of employers with a need for formally trained workers possessing credentials within the scope of the ITA's operations

Information and examination services are also available through Service BC's approximately 60 locations around the province.

Strategic Framework

During 2008/09, the ITA undertook a multi-year strategic planning exercise, through which it arrived at the following guiding statements:

ITA Vision: Highly skilled and productive people making British Columbia's industries prosperous and globally competitive.

ITA Mission: To lead British Columbia's industry skills training and certification system through collaboration and innovation.

These statements are accompanied by three goals and associated objectives and strategies. These form the core of the ITA's strategic plan for the three years beginning in 2009/10, as reflected in the most recent service plan tabled in February 2009 (available at www.itabc.ca).

See "Goals, Measures, Targets – Refinement" (page 9) for a discussion of the implications of this new strategic plan in terms of continuation of measures reported on in this document.

[1] Number of operating ITOs as of the end of 2008/09.
[2] ITOs are independent not-for-profit entities, established and governed by industry and with the ability to access funding from a variety of sources.
[3] Number of institutions funded by the ITA to provide training during 2008/09. Public trainers provided 90 per cent of total training as measured by ITA financial contributions. Partners in the K-12 school system are also involved in the delivery of youth programs.

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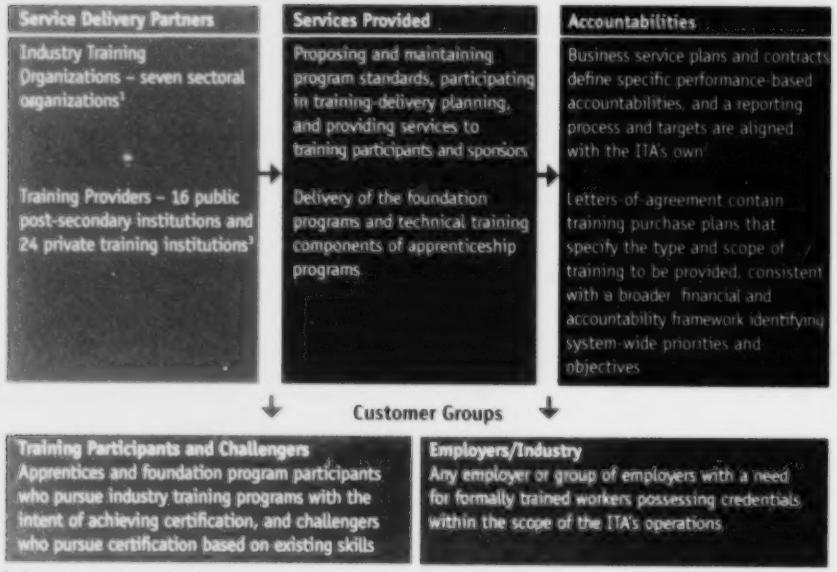
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NOW'S THE TIME: TO EXPAND TRAINING PARTICIPATION

Through the Canada-BC Labour Market Agreement (LMA) the federal government is transferring about $66 million dollars annually to the province, beginning in 2008/09, to enhance training access and labour-market participation.

The ITA is administering a significant amount of LMA funding and in 2008/09 used $1.4 million to support initiation of 17 apprenticeship, foundation and preparatory programs targeting the needs of women, immigrants and Aboriginal people. Contributions were made to a variety of training providers and other service-delivery agencies.

Common over-arching objectives were to address training barriers and foster workforce attachment, although programs varied considerably in structure and intended outcomes.

"We help clients get into trades and earn good money working for good companies. And they provide inspiration to others in their communities — showing there is a good future out there for tradespeople."

– **KEN GORDON**, Immigrant Trades Training Initiative Facilitator, DIVERCEcity Community Resources Society

In the case of programs for women, for example, specific focal points ranged from essential-skills development, to generating work placement opportunities, to addressing individualized barriers such as transportation and daycare needs.

In the case of immigrants, programs were designed to meet sub-group needs ranging from those of people with trades experience but no certification, those with related education but limited practical experience, and those with no trades qualifications at all.

LMA-funded programs will directly benefit the participants, and outcomes monitoring will ensure that they serve to assess different approaches and inform the development of long-term ITA strategies specific to these target groups.

Further LMA funding of approximately $401,000 was used to support the E-PPRENTICE initiative and $426,000 to support the MAP initiative during 2008/09. (see pages 6 and 10).

NOW'S THE TIME: TO DIGITIZE INDUSTRY TRAINING

The E-PPRENTICE initiative launched in 2008/09 will result in the development of online technical training alternatives for 12 of the highest-volume trades. Delivery implementation will be completed for two automotive trades in 2009/10, and development work will begin for welding and cooking in June 2009. Eight additional trades will be selected in 2009/10 and 2010/11.

This flows out of research and a business plan developed in 2007/08 and reflects a long-standing ITA commitment to more innovative technical training delivery.

Alternative training models will typically involve blending "distributed learning" techniques such as e-learning with more traditional approaches, and will give apprentices more control over where and when they pursue technical training. Traditional approaches will also continue to be offered.

"We've introduced these approaches with students that traditional instruction wasn't resonating with and the turn-around was unbelievable, it was night and day."

– **JASON DEVISSER**, Automotive Service Technician Department Head, Vancouver Community College

Trade-specific approaches will be developed through partnerships among post-secondary institutions, school districts and new media companies. The initiative is being managed by BCcampus under contract with the ITA.

Media-rich e-learning approaches piloted in the automotive trades at Vancouver Community College have reduced the on-site time requirement for apprentices by two thirds. They have also been found to improve the quality of learning for many participants, including those with English as a second language.

The enhanced flexibility and access that E-PPRENTICE will provide is expected to increase training participation and completion, and to make it easier to manage the need for workplace absences to pursue technical training.

Initially supported through Canada-BC Labour Market Agreement funding (see page 5), the scope of this initiative has been significantly expanded through an additional federal funding allocation under the Pan Canadian Innovation Initiative.

CORPORATE GOVERNANCE

Roles and Principles

The Industry Training Authority (ITA) is governed by a nine-member board of directors, appointed by the Minister of Advanced Education and Labour Market Development. Through a reporting relationship to the minister, the ITA is held accountable for fulfilling its legislative mandate and for responding to other direction from government.

Directors have a fiduciary role and act in the best interests of the ITA rather than on behalf of an interest or constituency. In broad terms, the board's role consists of:

- setting strategic direction and empowering management to pursue it;
- holding management accountable for defined performance results;
- ensuring effective use of resources made available to the ITA; and
- reporting to government, stakeholders and the public at large.

The board undertakes an annual planning exercise, through which it provides input on key priorities and means of achieving them. In 2008/09, it also contributed to the development of an over-arching strategic plan intended to guide ITA activities over the next three years.

The ITA board adheres to various governance principles, reflecting guidance from the Government of British Columbia's Board Resourcing and Development Office (BRDO), and public and private-sector best practices. Key principles include:

- independence of directors vis-à-vis both government and management;
- clear delineation of expectations by means of terms of reference;
- adherence to a rigorous code of conduct (applicable to both directors and employees, and regulating potential conflicts of interest);
- continuous governance improvement, in part through professional development on the part of directors and an annual governance assessment process; and
- transparency with respect to governance practices.

In 2008/09 the board undertook an extensive review of its structure and practices, with the assistance of external expertise. The board saw a need to ensure its role was clearly focused on policy and strategic oversight, in contrast to a more operational focus that commonly characterizes governance in an organization's start-up phase. A simplified committee structure was arrived at and a new governance manual developed.

The ITA has a high level of compliance with the specific recommendations in the BRDO's Best Practices Guidelines. The disclosure requirements in section three of that document have been met, and the relevant documentation is available at www.itabc.ca.

Membership and Committees

Board members have diverse backgrounds and a range of industry and training-related expertise. Consideration is given, when vacancies occur, to ensuring an appropriate mix of specialized expertise and geographic balance. All board members serve on at least one of three standing committees, whose terms of reference are available at www.itabc.ca.

SENIOR MANAGEMENT	
Kevin Evans	Chief Executive Officer
Geoff Stevens	Executive Lead, Operations & Industry Training Organizations
Sandy Steward	Executive Lead, Strategic Initiatives
Lisa Dooling	Executive Lead, Marketing & Communications
Jeff Nugent	Executive Lead, Strategy & Policy
Sue Thomas	Executive Lead, Finance & Corporate Services
Gary McDermott	Senior Lead, Aboriginal Initiatives
Jessie Zielke	Senior Lead, Labour Supply Initiatives
Johann Steinmann	Senior Lead, Programs
Ellen Brodie	Senior Lead, Projects
Ashifa Dhanani	Senior Lead, Customer Service
Arthur Chung	Senior Lead, Training Delivery

DIRECTORS AND COMMITTEE RESPONSIBILITIES	
Frank Borowicz	Board Chair
Allan Bruce	Governance, Chair; HR
Jack Carthy	Audit, Chair; Governance
Dana Francis	Governance, Audit
Barbara Naef	Audit, HR
Frank Pasacreta	Governance, HR
Gord Stewart	HR, Chair; Governance
Tom Kirk	Audit, HR

One vacancy as of end of 2008/09

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One vacancy as of end of 2008/09

REPORT ON PERFORMANCE: THE CONTEXT

Highlights

The Industry Training Authority (ITA) pursued four broad goals in 2008/09, as defined in its service plan of February 2008, and 36 associated performance measures. Targets were achieved on 14 of the 21 measures for which performance data was available when this report was prepared, while data was not yet available for one measure and will not be available (for reasons disclosed below) for the remaining 14 mainly youth-related measures.

Operating Environment

The ITA had until recently operated exclusively during a period of strong economic growth, during which demand for skilled labour consistently trended upwards, and existing and anticipated skills shortages were an immediate industry priority.

During 2008/09, however, a sharp economic downturn took hold. Among the most heavily impacted sectors in British Columbia were many – including construction, manufacturing and resource industries – that have played a particularly important role in driving increased demand for industry training and in providing training opportunities.

Employment growth in British Columbia slowed from an already relatively modest 12,000 in the first quarter of fiscal 2008/09 to a mere 2,000 in the second quarter, and there was a net loss of 15,000 jobs during the third quarter.[4] The BC Economic Forecast Council projected real GDP growth for calendar 2009 of 2.7 per cent as recently as July of 2008, but had revised that to a zero-growth estimate by January, while the provincial budget in February was based on an expected 0.9 per cent erosion in real GDP during the year.[5]

British Columbia's unemployment rate rose steadily between September 2008 and March 2009. As of March, while it was still below the national rate of 8.0 per cent, unemployment in the province had hit 7.4 per cent – a 3.0 percentage point increase over a year earlier.[6]

The economic downturn is believed to have given rise to the following issues which impacted ITA performance results in 2008/09. ITA responses are identified here, and elaborated on in the report on performance results section.

Risks and Capacity Issues: Economic Downturn

Impacts	ITA Responses
• Reduced availability of work-based training opportunities, as employers cut costs and scale back operations • Reduced demand for technical training, possibly as apprentices seek to avoid absences from work • Reduced sense of urgency (stakeholders, general public) associated with forecasted skills shortages • More volatile program and region-specific training demand, in response to often rapid and large changes in local employment availability and economic outlooks	• Development and initial implementation of a promotional campaign designed to foster sustained industry training growth/participation • New planning and funding mechanisms to enhance the speed of responses to economic conditions and emerging training needs • Policy assessment with a view to better facilitating apprenticeship completion even in the event of employment interruption

While the economic downturn appears to have primarily represented a risk factor during 2008/09, it may also present a longer-term opportunity. In particular there is believed to be potential to encourage more long-term apprentices to complete their certification requirements during a period when they may have reduced employment opportunities. The ITA responses noted above are intended to maximize this potential trend towards counter-cyclical training and certification growth.

In addition, the following longer-standing issues – all internal to the training system – are believed to have continued to impact ITA performance results in 2008/09.

Risks and Capacity Issues: Internal

Impacts	ITA Responses
• Continued primary reliance on traditional methods of technical training delivery (in-school, block release) • Continued primary reliance on traditional methods of skills assessments (written exams) • Continued barriers to entry on the part of key demographic groups (Aboriginal people, women, immigrants)	• Launch of development of alternative training models in high-participation trades (E-PPRENTICE) • Launch of alternative assessment pilot project in cooking trade (Multiple Assessment Pathways) • Use of Labour Market Agreement funding to deploy a diversity of demonstration projects to address group-specific barriers

[4] Finance Minister's state of the economy presentation, February 2, 2009: http://www.gov.bc.ca/premier/media_gallery/downloads/2009/feb/Economic_&_Fiscal_update.pdf

[5] Finance Minister's budget presentation, February 17, 2009: www.bcbudget.gov.bc.ca/2009/slides/default.htm

[6] Ministry of Advanced Education and Labour Market Development Labour Market Snapshot, March 2009.

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Goals, Measures, Targets – Selection

The goals and measures reported on in this document were selected with reference to:

- the ITA's legislated mandate and other direction from government;
- the ITA's strategic direction, including its vision, mission and values;
- the needs, priorities and views of customers and stakeholders;
- previous performance results and identified deficiencies;
- best practices observed in other jurisdictions and contexts; and
- the prevailing operating environment and resulting strategic considerations.

The selection of measures is further informed by widely accepted criteria for performance-management indicators, including data reliability and meaningful degree of control. Targets are intended to drive continuous improvement and to be attainable in light of recent performance and anticipated capacity.

Comments on the rationale for specific measures and associated targets, and on factors influencing performance during 2008/09, are provided in the report on performance results section.

Goals, Measures, Targets – Refinement

This document reports on the goals and measures contained in the ITA service plan tabled in February 2008. While the goals in that plan are substantively consistent with the most recent ITA service plan tabled in February 2009 (available at www.itabc.ca), the most recent plan reflects a significant re-evaluation of and reduction in the number of measures included.

This was largely a result of a broad strategic planning exercise undertaken by ITA management and its board during 2008/09. It was the largest-scale revisiting of the ITA vision, mission and performance metrics since the organization's inception approximately five years earlier, and the outcome is intended to guide ITA activities over the next three years.

Of the eight performance measures included in the most recent service plan, six are carried forward from the plan reported on here (utilization is treated as a single measure), representing at least one measure associated with each of the first three of four goals. Two new measures relate to registered challengers and post-completion employment.

The most recent plan focuses on more encompassing, end-point outcomes. For example, it contains a single registered-participants measure, rather than a series of measures segmented by participant type. And it contains a single measure of training and assessment outcomes (certificates of qualification), rather than a series of interim measures (youth and foundation program credits, continuation).

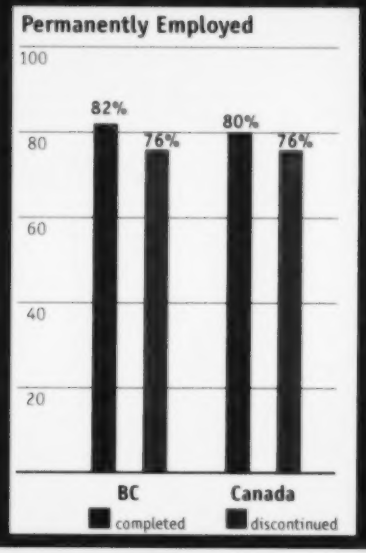
Measures no longer included in the service plan (noted as "discontinued" in the following section) will continue to be tracked – subject to data availability and continued relevance – and will be reported in contexts such as monthly statistics reports. Discontinuance of measures such as completion rates and target group participation does not indicate that improvement is no longer an ITA priority, but reflects an effort to focus service plans and annual reports on the few most critical aspects of performance, consistent with the directive in the *BC Reporting Principles*.

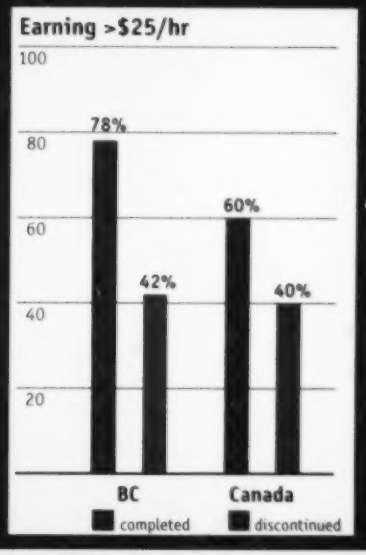
NATIONAL SURVEY CONFIRMS AN APPRENTICESHIP EDGE

Statistics Canada released the results of its National Apprenticeship Survey in September 2008. Conducted with the guidance of the Canadian Council of Directors of Apprenticeship, and the active participation of the Industry Training Authority, the survey assessed outcomes for tens of thousands of Canadians who registered as apprentices in 2002-2004.

Findings confirmed better employment outcomes for those who completed their apprenticeships compared to those who didn't, with the differentials sometimes being even more pronounced for British Columbia apprentices.

The survey also provided valuable insight on what were found to be a multitude of factors that influence non-completion.





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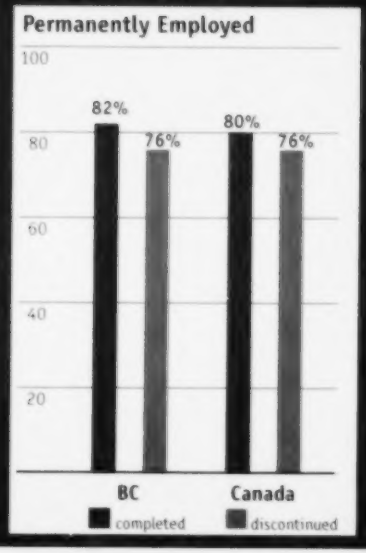
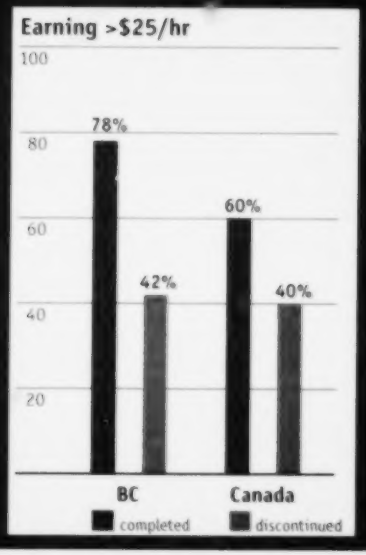




NOW'S THE TIME: TO MOVE PAST MULTIPLE CHOICE

It's widely recognized that multiple-choice exams aren't always effective in determining whether someone has the competencies required for a trades-related certification – particularly when someone is "challenging" for a certification based on existing skills.

In 2008/09 the ITA took definitive steps to expand the range of available assessment tools, beginning with research drawing in part on international best practices.

As of the end of the year, assessors had been trained to implement multiple assessment in the cooking trade. And recruitment was underway for challengers interested in obtaining one of 100 credentials that will be made available on a pilot basis.

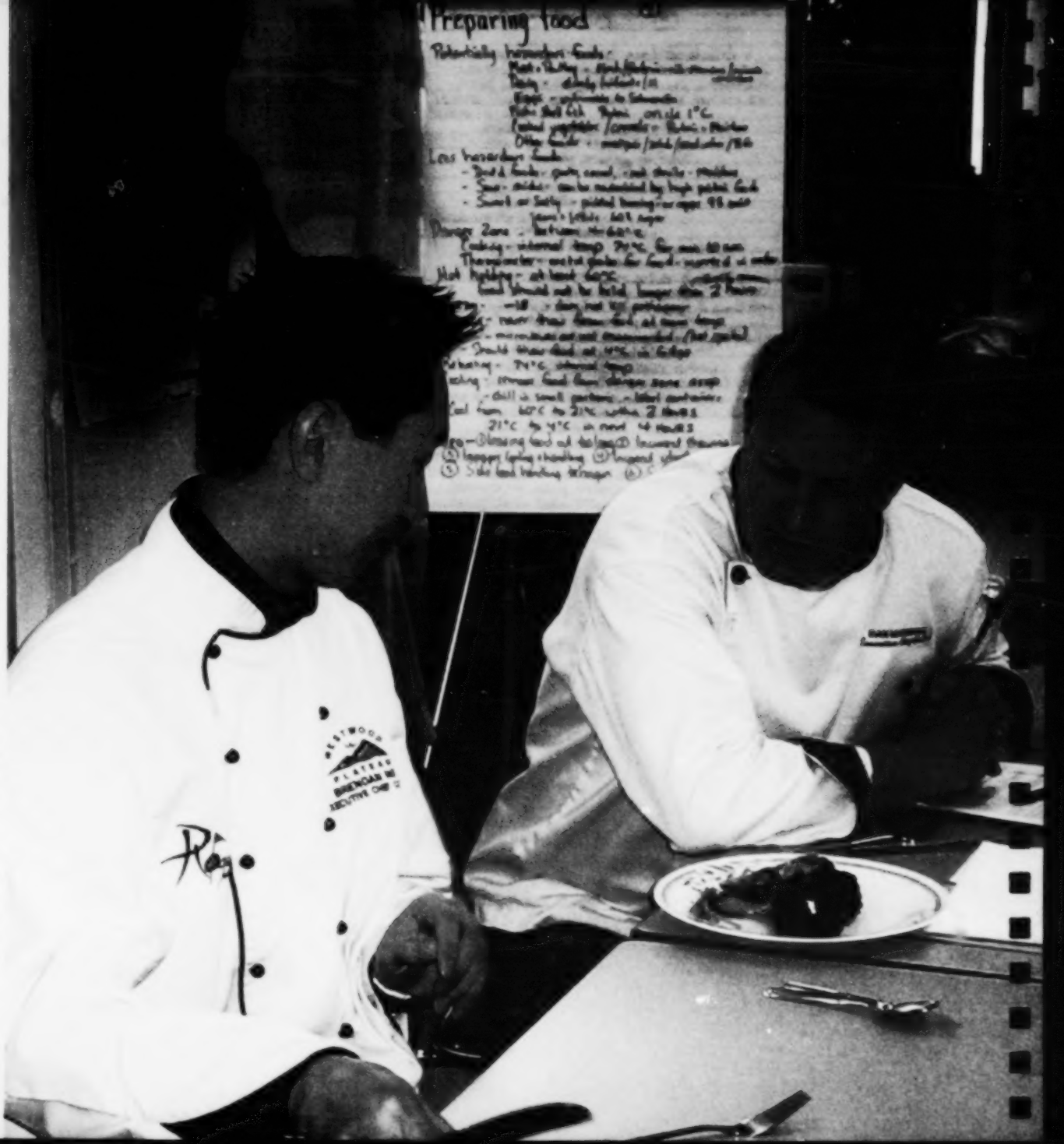
"Industry associations would like to see everyone able to certify at some level, but first industry has to have confidence in what certification means."

– **DENNIS GREEN**, Industry Training Program Manager, Propel (tourism, hospitality and food services ITO)

Assessments will be based on a combination of documentation reviews, a competency interview, a short written exam, and a practical assessment.

Employers see such approaches as more robust, and believe they will reduce barriers to certification that are unrelated to actual skills and knowledge, and provide greater assurance that certified tradespeople are workplace-ready. They will also support more efficient gap-based training for those who are not successful on their first attempts.

Significantly, this Multiple Assessment Pathways (MAP) initiative earned the endorsement of the Canadian Council of Directors of Apprenticeship. Successful participants who earn Professional Cook 3 certification though the pilot project will receive their Red Seal endorsements. MAP is the first initiative of its type in Canada.



REPORT ON PERFORMANCE: THE RESULTS

GOAL 1:
SUFFICIENT AND TIMELY SUPPLY OF SKILLED LABOUR

STRATEGIES:

- **ADDRESS ENTRY AND PARTICIPATION BARRIERS FOR TRAINING PARTICIPANTS AND SPONSORS**
- **IDENTIFY AND ADDRESS APPRENTICESHIP CONTINUATION AND COMPLETION BARRIERS**
- **RESPOND RAPIDLY TO SHIFTS IN TRAINING DEMAND RESULTING FROM ECONOMIC CONDITIONS**
- **COLLABORATE WITH THE ABORIGINAL COMMUNITY ON RESEARCH AND STRATEGY-DEVELOPMENT RE INDUSTRY TRAINING PARTICIPATION**
- **IMPLEMENT DEMONSTRATION PROJECTS WITH A FOCUS ON TARGET GROUP NEEDS – ABORIGINAL PEOPLE, WOMEN, RECENT IMMIGRANTS – USING LABOUR MARKET AGREEMENT FUNDING**

REGISTERED TRAINING PARTICIPANTS

MEASURE: REGISTERED APPRENTICESHIP PARTICIPANTS X

Benchmarks		Performance	
2006/07	2007/08	2008/09 Target	2008/09 Actual
28,402	34,316	36,000	35,343

MEASURE: REGISTERED FOUNDATION PROGRAM PARTICIPANTS X

Benchmarks[7]		Performance	
2006/07	2007/08	2008/09 Target	2008/09 Actual
3,969	4,125	3,900	3,795

MEASURE: REGISTERED YOUTH PARTICIPANTS[8] √

Benchmarks		Performance	
2006/07	2007/08	2008/09 Target	2008/09 Actual
5,647	5,481	4,000	4,938

THESE MEASURES HAVE BEEN DISCONTINUED – SEE DISCUSSION ON PAGE 9.

MEASURE: TOTAL REGISTERED PARTICIPANTS √

Benchmarks		Performance		Targets		
2006/07	2007/08	2008/09 Target	2008/09 Actual	2009/10	2010/11	2011/12
38,018	43,922	43,900[9]	44,076	47,000	47,500	48,000

[7] Foundation program benchmarks were arrived at by varying methodologies, using information available at the time, but are nevertheless believed to provide reasonably accurate and comparable quantifications. 2007/08 performance was arrived at using a methodology that will be consistently applied going forward. Methodologies are fully disclosed in ITA monthly statistics reports.

[8] Total number of active SSA participants and active ACE IT participants, less participants in both programs.

[9] This target was set in 2007 and had already been achieved by March 31, 2008. Future targets reflect recent performance.

Rationale: Training is the structured means by which individuals acquire skills leading to certification, and is the route by which most certifications in British Columbia are currently achieved (notwithstanding increased emphasis on assessment leading to certification based on existing skills). The number of training participants is a key determinant of the extent to which skilled new workforce entrants will be available in subsequent months and years. It remains an important indicator despite the short-term alleviation of skills shortages as a result of the current economic downturn, since demographic trends are certain to result in longer-term shortages and training participation is needed well in advance to address them.

Targets are based primarily on recent performance trends and expectations of industry needs (factoring in the multi-year length of most programs), and take account of training delivery capacity. The foundation program target was based on the expectation that a larger proportion of training resources would be directed to apprenticeship (although funding was ultimately maintained at the same level as in 2007/08), while the youth target reflected sustainable participation levels given the current policies governing these programs and the fact they are now well-established.

Performance and Outlook. The ITA once again exceeded its target for total registered training participants. This was due to significantly above-target participation in the Secondary School Apprenticeship (SSA) and ACE-IT programs, both of which are designed to facilitate youth transitions into industry training. Of note during 2008/09 was an ITA grant to the CES Career Education Society, which was used to assist school districts in increasing their capacity to provide the SSA program and resulted in significant registration increases in participating districts (see page 16).

There was continued growth in apprenticeship as well, but performance was slightly short of target, reflecting a decline in new apprenticeship registrations in late 2008 and coinciding with the economic downturn (a trend that appears to have reversed in early 2009). Foundation program participation also fell slightly short of the targeted level.

PARTICIPATION BY TARGETED GROUPS

MEASURE: ABORIGINAL PARTICIPATION — Results pending

Benchmarks		Performance	
2006/07	2007/08	2008/09 Target	2008/09 Actual
5.4%	5.6%	8.1%	Pending[10]

MEASURE: FEMALE PARTICIPATION — ✓

Benchmarks		Performance	
2006/07	2007/08	2008/09 Target	2008/09 Actual
n/a	n/a	Baseline, Strategy	8.6%

MEASURE: RECENT IMMIGRANT PARTICIPATION — Results Unavailable

Benchmarks		Performance	
2006/07	2007/08	2008/09 Target	2008/09 Actual
n/a	n/a	Baseline	Results Unavailable

THESE MEASURES HAVE BEEN DISCONTINUED – SEE DISCUSSION ON PAGE 9.

Rationale. The target groups that are the subject of these measures are either currently under-represented among training participants and/or experiencing barriers to entry into and completion of industry training. Removal of such barriers will improve career advancement opportunities and increase the participation of under-utilized sources of labour supply. This is particularly true of the Aboriginal population since – while it is likely not under-represented in industry training relative to its percentage of the overall population in British Columbia – it is a particularly young and rapidly growing demographic. The target for Aboriginal participation reflected a half-way mark between a 5.4 per cent baseline and an original target of doubling Aboriginal participation to 10.8 per cent by 2009/10 (a target now recognized as overly ambitious for reasons referenced immediately below).

Performance and Outlook: While Aboriginal participation data for 2008/09 will not be available until August 2009, performance is likely to fall short of target. Intensive work was done on Aboriginal participation during the year, based on extensive engagement with the Aboriginal population, primarily through a new advisory committee. Key milestones included completion of a major research report identifying barriers to Aboriginal participation, and development of a draft strategy. Finalization of the strategy is expected in early 2009/10 and it will guide a range of actions to improve Aboriginal participation. Focal points will likely include improved information provision to the Aboriginal population regarding industry training, and initiatives to assist members of this target group in attaining essential learning skills and necessary academic prerequisites.

[10] To be reported in August 2009, based on the timing of availability of data from the Ministry of Advanced Education and Labour Market Development's Central Data Warehouse. Performance data for this measure is currently derived from the Central Data Warehouse report of the number of self-identified Aboriginal individuals who attended ITA-funded apprenticeship technical training at public post-secondary institutions. This data does not include individuals who attended non-public training, nor does it include those registered in secondary school or foundation programs.

[11] The percentage of individuals who become a registered apprentice within 12 months of successfully completing a foundation program (foundation credential achievement date).

Improved participation tracking will also be a priority. Work done during 2008/09 has confirmed that, while the potential to increase Aboriginal participation is significant, existing barriers are more profound than foreseen and the timeframe for large-scale and durable participation increases will be longer.

The funding of various demonstration projects through the Canada-BC Labour Market Agreement was a key element of the development and refinement of broader target group strategies (see page 5). The target of developing a female-participation strategy was met on this basis, and a baseline measure was also arrived at. Collection of information necessary to report the percentage of recent immigrants among training participants proved infeasible, and results against this measure are therefore unavailable.

CONTINUATION TO APPRENTICESHIP

MEASURE: FOUNDATION PROGRAM CONTINUATION [11] — ✓

Benchmarks		Performance	
2006/07	2007/08	2008/09 Target	2008/09 Actual
n/a	45%	49%	52%

MEASURE: YOUTH CONTINUATION – ACE IT — Results unavailable

Benchmarks		Performance	
2006/07	2007/08	2008/09 Target	2008/09 Actual
n/a	n/a	Maintain or Improve	Results unavailable

MEASURE: YOUTH CONTINUATION – SSA — Results unavailable

Benchmarks		Performance	
2006/07	2007/08	2008/09 Target	2008/09 Actual
n/a	n/a	n/a	Results unavailable

MEASURE: YOUTH CONTINUATION – ACE IT AND SSA — Results unavailable

Benchmarks		Performance	
2006/07	2007/08	2008/09 Target	2008/09 Actual
n/a	n/a	n/a	Results unavailable

THESE MEASURES HAVE BEEN DISCONTINUED – SEE DISCUSSION ON PAGE 9.

Rationale: Continuation to apprenticeship is a measure of the effectiveness of foundation and youth programs since both are intended primarily to facilitate entry into an apprenticeship program – although many participants find enhanced employment prospects without continuing on to apprenticeship, and some participants choose to pursue a different career or post-secondary option.

Performance and Outlook: Foundation program continuation was above target, with slightly more than half of participants becoming registered apprentices within a year of completing their programs. 2008 outcomes surveys involving former foundation program participants (conducted by BC STATS on behalf of the Ministry of Advanced Education and Labour Market Development and participating institutions) found

high rates of success in finding apprenticeship opportunities among those who tried to do so, and high rates of participant satisfaction with their training. However, a reduced scope of work-based training opportunities, as a result of the current economic downturn, may impact continuation going forward.

Challenges relating to data consistency and analytical methodology have precluded arriving at reliable province-wide measures of **continuation, completion and credentials relative to youth programs**. A variety of issues are at play, including variable timeframes for program starts and finishes (creating challenges with cohort definition), and the interim nature of the credits awarded to successful participants (which do not in fact constitute program credentials per se). The ITA is, however, able to monitor and assess outcomes at the school district and program-specific level, and is implementing routine qualitative assessments of youth program effectiveness at the province-wide level.

COMPLETION RATES

MEASURE: APPRENTICESHIP COMPLETION [12] X

Benchmarks		Performance	
2006/07	2007/08	2008/09 Target	2008/09 Actual
39%	38%	42%	41%

MEASURE: FOUNDATION PROGRAM COMPLETION Results unavailable

Benchmarks		Performance	
2006/07	2007/08	2008/09 Target	2008/09 Actual
n/a	n/a	n/a	Results unavailable

MEASURE: YOUTH COMPLETION – ACE IT Results unavailable

Benchmarks		Performance	
2006/07	2007/08	2008/09 Target	2008/09 Actual
n/a	n/a	n/a	Results unavailable

MEASURE: YOUTH COMPLETION – SSA Results unavailable

Benchmarks		Performance	
2006/07	2007/08	2008/09 Target	2008/09 Actual
n/a	n/a	n/a	Results unavailable

THESE MEASURES HAVE BEEN DISCONTINUED – SEE DISCUSSION ON PAGE 9.

Rationale: Completion rates supplement measures of the absolute numbers of credentials issued by measuring them as a percentage of those who began training programs, and are an efficiency-related measure. Improved apprenticeship completion rates have long been recognized as a priority in British Columbia and other jurisdictions. Targets have been set primarily with reference to previous performance.

Performance and Outlook: Apprenticeship completion rates improved in 2008/09, reversing a downward trend in the previous two years. However, performance remained below target, likely as a result of a complex mix of factors including existing skills, program design and economic conditions. Given the complexity and breadth of such factors – with recent research having confirmed the absence of any dominant contributing factors – the ITA has focused on broad stakeholder mobilization. In late 2008/09 it commissioned the Canadian Apprenticeship Forum to convene a national symposium in British Columbia in 2009/10. Working from recently completed quantitative research on completion-influencing factors, the symposium will initiate broad-scale action planning.

Foundation program participants are not registered with the ITA upon initiation of their programs, but only upon successful completion. This has precluded calculating a completion rate in this context. Youth completion results are also unavailable, for reasons disclosed in the discussion of continuation results.

CREDENTIALS AWARDED

MEASURE: APPRENTICESHIP CREDENTIALS [13] √

Benchmarks		Performance		Targets[14]		
2006/07	2007/08	2008/09 Target	2008/09 Actual	2009/10	2010/11	2011/12
3,551	5,246	4,200[15]	6,038	6,000	6,100	6,200

MEASURE: FOUNDATION PROGRAM CREDENTIALS √

Benchmarks		Performance	
2006/07	2007/08	2008/09 Target	2008/09 Actual
3,580	2,544	3,471	4,064

MEASURE: YOUTH PROGRAM CREDENTIALS Results Unavailable

Benchmarks		Performance	
2006/07	2007/08	2008/09 Target	2008/09 Actual
n/a	n/a	n/a	Results Unavailable

MEASURE: TOTAL CREDENTIALS [16] √

Benchmarks		Performance	
2006/07	2007/08	2008/09 Target	2008/09 Actual
7,131	7,790	7,671[17]	10,102

THESE MEASURES HAVE BEEN DISCONTINUED – SEE DISCUSSION ON PAGE 9.

12 Calculated on a quarterly basis and reflecting the percentage of apprentices issued a credential within six years of registration.
13 Number of final certifications issued to both those who have participated in a formal apprenticeship program and those who have challenged for the qualification based on existing skills.
14 Targets were set in early 2009 and may be adjusted to reflect 2008/09 results.
15 This target was set in 2007 and had already been achieved by March 31, 2008. Future targets have been adjusted upward to reflect recent performance, and may be further adjusted to reflect 2008/09 results.
16 Including apprenticeship and foundation programs only.
17 This target was set in 2007 and had already been achieved by March 31, 2008.

Rationale: Credentials awarded are an outcomes measure and, in the case of apprenticeship in particular, provide a direct indication of the extent to which the ITA has contributed to the expansion of the skilled workforce within a particular time period. Targets are set with reference to the same considerations that govern registered participants targets, and also account for the expanding use of progressive program models that may result in acquisition of more than one credential.

Performance and Outlook: Performance was above target with respect to both apprenticeship and foundation program credentials. Definitive reasons for the large margin by which targets were exceeded, particularly with respect to apprenticeship credentials, were not identifiable when this report was prepared. There may be tne potential for future apprenticeship credential results to be positively impacted by completion of technical training requirements by long-term apprentices, should they take advantage of the period of reduced employment activity to do their in-school training. However, it is unlikely that this impact was significant during 2008/09.

SPONSORSHIP

MEASURE: REGISTERED SPONSORS ✓

Benchmarks		Performance		Targets		
2006/07	2007/08	2008/09 Target	2008/09 Actual	2009/10	2010/11	2011/12
9,575	10,552	10,700	10,884	11,250	11,350	11,450

MEASURE: PERCENT OF POTENTIAL SPONSORS Results Unavailable

Benchmarks		Performance	
2006/07	2007/08	2008/09 Target	2008/09 Actual
n/a	n/a	Baseline	Results Unavailable

THIS MEASURE HAS BEEN DISCONTINUED – SEE DISCUSSION ON PAGE 9.

Rationale: Sponsorship is a measure of both the extent of employer engagement and participation in industry training, and of the capacity of the training system to provide the work-based training component of apprenticeship. Targeted growth in sponsorship needs to be roughly proportionate to targeted growth in apprenticeship participation, and is also set with reference to anticipated economic conditions.

Performance and Outlook: The number of registered sponsors was above target in 2008/09, as it has been consistently throughout the ITA's operation. While this is encouraging, it must be viewed in light of the fact that the full impact of the economic downturn has likely not yet been felt, and in light of anecdotal indications that the scope of work-based training opportunities being provided by sponsors is already being reduced. No feasible means was identified for quantifying the total pool of potential sponsors, and results are therefore unavailable for the second measure.

YOUTH INTENT TO PARTICIPATE

MEASURE: TOTAL YOUTH INTENT TO PARTICIPATE Results Unavailable

Benchmarks		Performance	
2006/07	2007/08	2008/09 Target	2008/09 Actual
22% (+/-2.1)	16% (+/-2.1)	19.5% (+/-Margin of Error)	Results Unavailable

MEASURE: ABORIGINAL YOUTH INTENT TO PARTICIPATE Results Unavailable

Benchmarks		Performance	
2006/07	2007/08	2008/09 Target	2008/09 Actual
n/a	n/a	Baseline	Results Unavailable

MEASURE: FEMALE YOUTH INTENT TO PARTICIPATE Results Unavailable

Benchmarks		Performance	
2006/07	2007/08	2008/09 Target	2008/09 Actual
6.0%	6.0%	Maintain or Improve	Results Unavailable

THESE MEASURES HAVE BEEN DISCONTINUED – SEE DISCUSSION ON PAGE 9.

The ITA has an established suite of youth programs that facilitate transitions from secondary school to industry training, and youth participation was above target in 2008/09. This is advantageous from a labour-market demand standpoint and enhances accessibility to a post-secondary option well-suited to many individuals. While the ITA will continue to operate these programs, it discontinued annual youth intent-related surveying during 2008/09. Given the mature status of its youth programming, surveys of this type and frequency had become of limited operational utility.

REPORT ON PERFORMANCE: THE RESULTS

GOAL 2:
ACTIVE AND EFFECTIVE INDUSTRY LEADERSHIP OF INDUSTRY TRAINING

STRATEGIES:

- **ACCELERATE TRANSITION OF ITOs TOWARDS FULL-SERVICE MODELS, WITHIN A REFINED POLICY FRAMEWORK**
- **ENSURE ALIGNMENT OF ITA AND ITO SERVICE/BUSINESS PLANS**
- **OBTAIN ITO ENDORSEMENT OF TRAINING PURCHASE PLANS AND PROGRAM-INVESTMENT PRIORITIES**
- **PROVIDE FOR ITO/INDUSTRY STAKEHOLDER LEADERSHIP OF PROGRAM-DEVELOPMENT PROCESSES AND RED SEAL PROGRAM MAINTENANCE**

MEASURE: PERCENT OF REGISTERED PARTICIPANTS IN ITO-MANAGED PROGRAMS [18] √

Benchmarks		Performance		Targets		
2006/07	2007/08	2008/09 Target	2008/09 Actual	2009/10	2010/11	2011/12
88%	88%	93%	94.1%	95%	97%	97%

Rationale: Sector-specific ITOs are the main mechanism by which industry assumes the active leadership role which is a foundational and distinguishing feature of the British Columbia industry training model. Measuring the scope of ITO management therefore captures the extent to which this model has been put into practice. Targets have been set with reference to the terms of ITO mandate statements, and anticipated progression by ITOs towards full assumption of their assigned responsibilities.

Performance and Outlook: Above-target performance reflects both the formation of a seventh ITO in the transportation sector (TransCDA) and strong performance and progress on the part of all ITOs. This included broader than anticipated assumption of program responsibilities and the achievement during the year of full-service status on the part of three more ITOs (for a total of four).

MEASURE: ITO PERFORMANCE TARGETS √

Benchmarks		Performance	
2006/07	2007/08	2008/09 Target	2008/09 Actual
Plans approved by ITA	Targets substantially met	Targets substantially met	Targets substantially met

THIS MEASURE HAS BEEN DISCONTINUED – SEE DISCUSSION ON PAGE 9.

Rationale: Annual business service plans, annual and quarterly reports relating to them, and ITA-ITO contracts are the main mechanism by which ITOs are held accountable for the program and service-delivery responsibilities they undertake in return for ITA funding. Plans contain performance measures and targets aligned with the ITA's own, and this measure provides a cumulative indication of success in meeting them.

Performance and Outlook: The results reported to the ITA by four of six ITOs have been found to confirm substantial achievement of the targets set in the relevant business plans (the newly established transportation ITO did not have a business plan for 2008/09). On this basis, the target is deemed to be met. ITOs will assume broader accountabilities as the remaining three continue to progress towards full service status.

[18] Includes apprentices and youth only.

NOW'S THE TIME: TO KEEP YOUTH ENGAGED

Participation in the ITA's two main youth programs was significantly above target in 2008/09, in part due to work undertaken by the CES Career Education Society.

The CES used a $1.1 million ITA grant to establish a "Building Capacity for Secondary School Apprenticeship (SSA)" initiative. SSA is a program through which high school students earn credit for work-based apprenticeship training hours and, despite recent overall youth participation growth, new SSA registrations had been dropping off.

Two-thirds of British Columbia school districts submitted proposals to participate in the capacity-building initiative. Funding was typically used to enable them to provide a designated staff person with time to promote the program among students, employers and parents.

"Technical training credits during high school are great. But youth can't take the next step until they get an employer – so the SSA piece is critical and there needs to be parallel growth."

– **BRENDA GRAZIANO**, Executive Director, CES Career Education Society

The specific tactics used were diverse and often innovative, such as deployment of "near peers" (recent SSA participants) to assist with recruitment and registration. All participating districts were also required to establish an employer advisory network.

Among the first 20 districts to participate in this initiative, SSA registrations were up 43 per cent year-over-year in the September-to-April period, whereas non-participating districts saw a 24 per cent decline.

The CES's work is seen as an important step in revitalizing a long-standing and well-received program. The combination of SSA and the ACE-IT program, through which students earn credit for technical training, enables many to have a significant head start on apprenticeship completion before finishing high school.

The ITA has provided additional funding to CES to continue this work in 2009/10, and best practices will be available to all school districts.

REPORT ON PERFORMANCE: THE RESULTS

GOAL 3:
EFFICIENT AND EFFECTIVE PROGRAM DEVELOPMENT AND DELIVERY

STRATEGIES:

- **DEVELOP AND CONTINUALLY MAINTAIN HIGH-QUALITY PROGRAM STANDARDS AND SPECIFICATIONS, INCLUDING NEW PROGRAMS AS DEMAND REQUIRES**
- **PILOT MORE DIVERSE ASSESSMENT TOOLS WITH THE POTENTIAL FOR BROADER ROLLOUT**
- **WORK WITH TRAINING PROVIDERS TO ARRIVE AT AND REALIZE MUTUALLY ACCEPTABLE FUNDING AND UTILIZATION TARGETS, THUS FURTHER IMPROVING RETURN ON TRAINING EXPENDITURES**
- **EXPAND TRAINING ACCESSIBILITY AND FLEXIBILITY FOR LEARNERS, THROUGH ALTERNATIVE DELIVERY AND OTHER MEANS**
- **WORK TOWARDS STANDARDIZED METHODOLOGY FOR WAIT TIMES MEASUREMENT**
- **PARTICIPATE AND PROVIDE LEADERSHIP WITHIN CANADIAN COUNCIL OF DIRECTORS OF APPRENTICESHIP (CCDA)**

MEASURE: APPRENTICESHIP TRAINING SEATS PURCHASED X

Benchmarks		Performance	
2006/07	2007/08	2008/09 Target	2008/09 Actual
19,521	23,229	25,500	24,771

THIS MEASURE HAS BEEN DISCONTINUED – SEE DISCUSSION ON PAGE 9.

Rationale: The number of technical training seats purchased is an indicator of system capacity and therefore of the ability to provide timely technical training opportunities to the targeted number of training participants, and to facilitate program completion. Targets were informed in part by a provincial government commitment, in February 2007, to add 7,000 additional apprenticeship technical training spaces by 2010.

Performance and Outlook: Results were below target as a result of a softening in demand for technical training spaces in late 2008/09. This may have reflected a desire on the part of apprentices to avoid absences from work during a period of economic uncertainty, and resulted in canceled intakes. The potential is believed to exist, however, to generate a counter-cyclical increase in technical training demand during the remaining duration of the downturn — an objective the ITA will actively pursue in 2009/10.

MEASURE: APPRENTICESHIP SEAT UTILIZATION √

Benchmarks		Performance		Targets		
2006/07	2007/08	2008/09 Target	2008/09 Actual	2009/10	2010/11	2011/12
n/a	92%	91.25%[19]	93.53%	89.25%	89.25%	89.25%

MEASURE: FOUNDATION PROGRAM SEAT UTILIZATION √

Benchmarks		Performance		Targets		
2006/07	2007/08	2008/09 Target	2008/09 Actual	2009/10	2010/11	2011/12
n/a	86%	85.6%[20]	89.2%	83.6%	83.6%	83.6%

Rationale: Seat utilization is the percentage of ITA-funded technical training seats actually filled by technical training participants. It is an indicator of the efficiency of the use of ITA funding. High utilization indicates a stronger return on training dollars invested. Targets are informed by past performance and by dialogue with training providers during development of annual training purchase plans.

Performance and Outlook: Results were above target for both apprenticeship and foundation programs. Improved utilization was a significant focal point during 2008/09 and ITA management deems this to be one of the year's most significant performance successes. Results are attributed to better system-wide coordination, reflecting proactive efforts on the part of the BC Association of Trades Training Administrators to rationalize intakes. Given the current economic downturn, however, greater priority is expected to be placed over the next three years on enhancing the training system's ability to respond quickly to changes in training demand, without increasing wait times. This will require more latitude regarding utilization, and lower rates (two per cent below the 2008/09 targets) are therefore targeted.

[19] This target was set in 2007 and had already been achieved by March 31, 2008.
[20] This target was set in 2007 and had already been achieved by March 31, 2008.

MEASURE: COST PER PARTICIPANT TRAINED			√
Benchmarks		Performance	
2006/07	2007/08	2008/09 Target	2008/09 Actual
$3,983	$3,693	$3,766[21]	$3,629

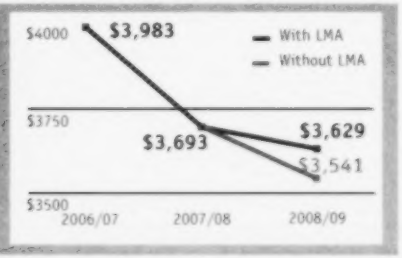
THIS MEASURE HAS BEEN DISCONTINUED – SEE DISCUSSION ON PAGE 9.

Rationale: Cost per participant trained (as measured by total annual expenditures divided by training seats filled by registered participants) is an indicator of efficiency of resource use. Targets are informed by past performance and dialogue with training providers during development of annual training purchase plans.

Performance and Outlook: Costs were below the targeted amount – a more ambitious target than the original one of maintaining costs at 2006/07 levels, and based on stronger than expected performance in 2007/08. This measure moves in tandem with improved seat utilization rates and reflects various training-delivery refinements. Ongoing expansion of alternative training delivery is likely to positively influence results for this measure, although a recent trend towards longer-duration programs will increase per-participant costs.

IMPACT OF LMA FUNDING

The ITA dispersed significant funding during 2008/09, in support of training delivery and other service provision, which originated with the federal government through the Canada-BC Labour Market Agreement (see page 5). Funded programs often involved relatively intensive service provision to clients who were not yet registered training participants. This had the effect of increasing costs per participant in 2008/09, although targeted performance was nevertheless achieved.



MEASURE: APPRENTICES WAITING >12 MONTHS FOR NEXT LEVEL OF TRAINING						X
Benchmarks		Performance		Targets[22]		
2006/07	2007/08	2008/09 Target	2008/09 Actual	2009/10	2010/11	2011/12
11%	6.6%	<5%	6.2%	<5%	<4.5%	<4%

Rationale: This measure indicates the adequacy and/or efficient utilization of technical training capacity. Twelve months is the typical interval between levels of training, and waiting periods that exceed that standard indicate a likelihood of program or region-specific capacity deficiencies. Excessive waiting times delay progression and can negatively influence completion. Targets are informed by past performance and dialogue with training providers during development of annual training purchase plans.

Performance and Outlook: Results were below target – that is, a larger than the targeted percentage of apprentices waited more than 12 months for their next level of training (although the percentage was smaller than in the previous year). Improved system-wide planning and coordination likely positively influenced results on this measure, and no definitive reasons for the deficiency were identifiable when this report was prepared. Customer satisfaction research during the year indicated that a large majority of apprentices, and smaller majority of employers, were satisfied with access to technical training.

Further improvement nevertheless remains a priority, and will likely be achieved in part through alternative training delivery, which can allow for more rapid adjustments to align capacity and demand. The ITA will continue to work with the Trades Training Consortium of BC on this issue, and a working group has been formed to develop a standardized methodology for waiting times measurement.

MEASURE: APPRENTICES IN UPDATED PROGRAMS			X
Benchmarks		Performance	
2006/07	2007/08	2008/09 Target	2008/09 Actual
15%	70%	92%	82%

THIS MEASURE HAS BEEN DISCONTINUED – SEE DISCUSSION ON PAGE 9.

Rationale: Industry training focuses on labour-market skills that are often highly technical and otherwise rapidly evolving. Accordingly, regular program updates are necessary to ensure training programs remain aligned with current industry-defined requirements, and that completion is an accurate indicator of job readiness. Targets are informed by the process and timelines established for program updates.

Performance and Outlook: While the percentages of apprentices in updated programs continued to increase in 2008/09 it fell significantly short of target. The ITA undertook a review during 2008/09 of its program standards quality assurance processes and procedures, over the course of which it was determined that previously targeted timeframes for program updates were overly ambitious. Refined processes have been developed and the ITA will continue to work to address the remaining backlog of programs requiring review and updating.

MEASURE: PROGRAMS WITH >1 TYPE OF ASSESSMENT TOOL			Results Unavailable
Benchmarks		Performance	
2006/07	2007/08	2008/09 Target	2008/09 Actual
n/a	n/a	Baseline, strategy, targets	Results Unavailable

THIS MEASURE HAS BEEN DISCONTINUED – SEE DISCUSSION ON PAGE 9.

Rationale: This measure was introduced in light of the ITA's commitment to expand the range of available assessment tools, given the limitations associated with the current predominant use of multiple-choice written exams. Such expansion has particular potential to increase access to and frequency of certification based on existing skills, including those acquired outside Canada or outside the formal apprenticeship system.

Performance and Outlook: Results relative to the baseline component of this target are unavailable, as it has proven to be infeasible to quantify the current modest extent to which alternative assessment tools are in use. However, a strategy for the further development of such tools is in place in the form of the Multiple Assessment Pathways initiative (see page 10). While this specific measure has been discontinued in the most recent service plan, a new measure of the number of registered challengers (people seeking certification based on existing skills) will gauge what is likely to be the most significant type of improvement that more varied assessment tools will result in.

[21] This target was set in 2007 and had already been achieved by March 31, 2008.
[22] Targets have been adjusted to reflect recent performance.

MEASURE: COST PER PARTICIPANT TRAINED			√
Benchmarks		Performance	
2006/07	2007/08	2008/09 Target	2008/09 Actual
$3,983	$3,693	$3,766[21]	$3,629

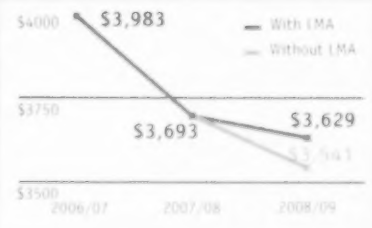
THIS MEASURE HAS BEEN DISCONTINUED – SEE DISCUSSION ON PAGE 9.

Rationale: Cost per participant trained (as measured by total annual expenditures divided by training seats filled by registered participants) is an indicator of efficiency of resource use. Targets are informed by past performance and dialogue with training providers during development of annual training purchase plans.

Performance and Outlook: Costs were below the targeted amount – a more ambitious target than the original one of maintaining costs at 2006/07 levels, and based on stronger than expected performance in 2007/08. This measure moves in tandem with improved seat utilization rates and reflects various training-delivery refinements. Ongoing expansion of alternative training delivery is likely to positively influence results for this measure, although a recent trend towards longer-duration programs will increase per-participant costs.

IMPACT OF LMA FUNDING

The ITA dispersed significant funding during 2008/09, in support of training delivery and other service provision, which originated with the federal government through the Canada-BC Labour Market Agreement (see page 5). Funded programs often involved relatively intensive service provision to clients who were not yet registered training participants. This had the effect of increasing costs per participant in 2008/09, although targeted performance was nevertheless achieved.



MEASURE: APPRENTICES WAITING >12 MONTHS FOR NEXT LEVEL OF TRAINING						X
Benchmarks		Performance		Targets[22]		
2006/07	2007/08	2008/09 Target	2008/09 Actual	2009/10	2010/11	2011/12
11%	6.6%	<5%	6.2%	<5%	<4.5%	<4%

Rationale: This measure indicates the adequacy and/or efficient utilization of technical training capacity. Twelve months is the typical interval between levels of training, and waiting periods that exceed that standard indicate a likelihood of program or region-specific capacity deficiencies. Excessive waiting times delay progression and can negatively influence completion. Targets are informed by past performance and dialogue with training providers during development of annual training purchase plans.

Performance and Outlook: Results were below target – that is, a larger than the targeted percentage of apprentices waited more than 12 months for their next level of training (although the percentage was smaller than in the previous year). Improved system-wide planning and coordination likely positively influenced results on this measure, and no definitive reasons for the deficiency were identifiable when this report was prepared. Customer satisfaction research during the year indicated that a large majority of apprentices, and smaller majority of employers, were satisfied with access to technical training.

Further improvement nevertheless remains a priority, and will likely be achieved in part through alternative training delivery, which can allow for more rapid adjustments to align capacity and demand. The ITA will continue to work with the Trades Training Consortium of BC on this issue, and a working group has been formed to develop a standardized methodology for waiting times measurement.

MEASURE: APPRENTICES IN UPDATED PROGRAMS			X
Benchmarks		Performance	
2006/07	2007/08	2008/09 Target	2008/09 Actual
15%	70%	92%	82%

THIS MEASURE HAS BEEN DISCONTINUED – SEE DISCUSSION ON PAGE 9.

Rationale: Industry training focuses on labour-market skills that are often highly technical and otherwise rapidly evolving. Accordingly, regular program updates are necessary to ensure training programs remain aligned with current industry-defined requirements, and that completion is an accurate indicator of job readiness. Targets are informed by the process and timelines established for program updates.

Performance and Outlook: While the percentages of apprentices in updated programs continued to increase in 2008/09 it fell significantly short of target. The ITA undertook a review during 2008/09 of its program standards quality assurance processes and procedures, over the course of which it was determined that previously targeted timeframes for program updates were overly ambitious. Refined processes have been developed and the ITA will continue to work to address the remaining backlog of programs requiring review and updating.

MEASURE: PROGRAMS WITH >1 TYPE OF ASSESSMENT TOOL			Results Unavailable
Benchmarks		Performance	
2006/07	2007/08	2008/09 Target	2008/09 Actual
n/a	n/a	Baseline, strategy, targets	Results Unavailable

THIS MEASURE HAS BEEN DISCONTINUED – SEE DISCUSSION ON PAGE 9.

Rationale: This measure was introduced in light of the ITA's commitment to expand the range of available assessment tools, given the limitations associated with the current predominant use of multiple-choice written exams. Such expansion has particular potential to increase access to and frequency of certification based on existing skills, including those acquired outside Canada or outside the formal apprenticeship system.

Performance and Outlook: Results relative to the baseline component of this target are unavailable, as it has proven to be infeasible to quantify the current modest extent to which alternative assessment tools are in use. However, a strategy for the further development of such tools is in place in the form of the Multiple Assessment Pathways initiative (see page 10). While this specific measure has been discontinued in the most recent service plan, a new measure of the number of registered challengers (people seeking certification based on existing skills) will gauge what is likely to be the most significant type of improvement that more varied assessment tools will result in.

[21] This target was set in 2007 and had already been achieved by March 31, 2008.
[22] Targets have been adjusted to reflect recent performance.

REPORT ON PERFORMANCE: THE RESULTS

GOAL 4: HIGH LEVELS OF CUSTOMER SATISFACTION & STAKEHOLDER ENGAGEMENT

STRATEGIES:

- **INVEST IN SERVICE-ENHANCING TECHNOLOGY, INCLUDING TRANSITION TO ITADIRECTACCESS, AND IN IMPROVED SERVICE-DELIVERY CAPACITY MORE BROADLY**
- **ADDRESS IDENTIFIED DEFICIENCIES WITH RESPECT TO CUSTOMER SATISFACTION AND STAKEHOLDER RELATIONSHIPS**
- **INVOLVE STAKEHOLDERS IN STRATEGY DEVELOPMENT AND OTHER KEY PROCESSES**
- **ENGAGE IN TARGETED MARKETING AND COMMUNICATION CAMPAIGNS AND INITIATIVES**

MEASURE: CUSTOMER SATISFACTION INDEX X

Benchmarks		Performance	
2006/07	2007/08	2008/09 Target	2008/09 Actual
82	76	81	76

THIS MEASURE HAS BEEN DISCONTINUED – SEE DISCUSSION ON PAGE 9

Rationale: Customer satisfaction is a fundamental performance measure for a service-delivery organization in and of itself, and a potential influencer of success relative to other measures such as registered participants and sponsors. The target was set based on the 2005/06 benchmark, which represented significant improvement over the previous year.

Performance and Outlook: Results were consistent with those achieved in 2007/08 but fell short of target and of performance in the two years prior to 2007/08. Various challenges in customer service delivery (see next measure), likely influenced satisfaction with respect to ITA service. However, the measure incorporates satisfaction not only with ITA service but also with technical and work-based training experiences, and a fuller assessment of influencing factors remained underway when this report was prepared.

MEASURE: SERVICE LEVEL STANDARDS [23] Results Unavailable

	Benchmarks		Performance	
	2006/07	2007/08	2008/09 Target [24]	2008/09 Actual
Registrations	16	3	7	Unavailable
Assessments	32	13	10	Unavailable
Certifications	5	3	5	Unavailable
Exam results	12	10	11	Unavailable
Calls answered	n/a	Standard set	80% (within 2 minutes)	12%

THESE MEASURES HAVE BEEN DISCONTINUED – SEE DISCUSSION ON PAGE 9.

Rationale: Timely service is an indicator of sufficient and effectively deployed infrastructure and staffing capacity, as well as a key determinant of customer satisfaction. The ITA has selected a suite of customer service sub-measures which collectively encompass all key aspects of the typical customer experience.

Performance and Outlook: Results relative to most service level standards are unavailable for 2008/09. This is due to process, data conversion and design challenges relating to the transition to the new ITADirectAccess information management system (see page 20). Work was underway in early 2009/10 to eliminate the impediments to tracking performance against these standards, which will continue to be monitored notwithstanding that they have been discontinued as service plan measures.

Performance for the one service level standard for which results are available (calls answered within two minutes) was below target by a large margin. Reported performance is based only on results for the month of March (the fiscal year-end), and was impacted by particularly high volumes of telephone, email and walk-in inquiries at the ITA customer service centre during this period (see graphs on next page). Increased inquiries from laid-off apprentices are believed to have driven this increased demand, the impact of which was exacerbated by customer-service staff turnover, increased service provision to training providers, increased requests for documents needed for apprentice income-tax returns, and the transition to ITADirectAccess. Mitigation measures included increased staff and customer-service hours, call management training, and the initiation of a review of inquiry-handling systems. The addition in 2009/10 of call-tracking software and of further ITADirectAccess functionality are expected to further improve results. The annual average result for this service level standard was 64 per cent and monthly results were at or above the 80 per cent target from July to October.

[23] Elapsed days from receipt of request/information to notification to training participant/applicant.
[24] Some of these targets were set in 2007 and had already been achieved by March 31, 2008.

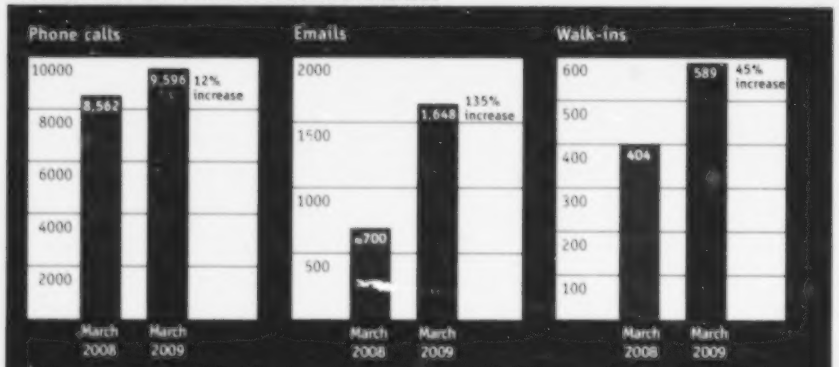
MEASURE: EFFECTIVE STAKEHOLDER RELATIONSHIPS			√
Benchmarks		Performance	
2006/07	2007/08	2008/09 Target	2008/09 Actual
n/a	65	Measure, baseline, targets	65

THIS MEASURE HAS BEEN DISCONTINUED – SEE DISCUSSION ON PAGE 9.

Rationale: This survey-based engagement measure – of stakeholder experience with, understanding of and support for the ITA – was developed during 2007/08. It replaced a measure focusing on stakeholder awareness, which had become firmly established. While the original 2008/09 target was to establish a measure, baseline and targets for future years, a measure and a baseline were in fact established during 2007/08. Stakeholders include industry/ITOs, training providers, K-12 educators, unions, apprentices and sponsors.

Performance and Outlook: The ITA maintained engagement at a consistent level in 2008/09, and therefore deems its performance to be on target. The ITA remains focused on continuous improvement in the degree and effectiveness of its stakeholder engagement, although this survey will likely be undertaken on a less than an annual frequency.

MARCH CUSTOMER SERVICE VOLUME INCREASES



High volumes at the ITA customer service centre in March 2009 impacted service level standards (see previous page).

ITA DIRECT ACCESS

ITADirectAccess was launched in February 2009 as a replacement for the legacy Apprenticeship Information Management System (AIMS). When fully functional, it will provide online access to training records – for training participants, sponsors, Industry Training Organizations and training providers – and transactional capabilities such as program registration, exam registration and work-based training hours reporting. ITADirectAccess has been designed to align with the current diversity of training program structures and to support information access and report generation that better aligns with current ITA performance measures. It will reduce the need for manual calculations in support of performance reporting and for manual data re-entry.

MEASURE: EFFECTIVE STAKEHOLDER RELATIONSHIPS			√
Benchmarks		Performance	
2006/07	2007/08	2008/09 Target	2008/09 Actual
n/a	65	Measure, baseline, targets	65

THIS MEASURE HAS BEEN DISCONTINUED – SEE DISCUSSION ON PAGE 9.

Rationale: This survey-based engagement measure – of stakeholder experience with, understanding of and support for the ITA – was developed during 2007/08. It replaced a measure focusing on stakeholder awareness, which had become firmly established. While the original 2008/09 target was to establish a measure, baseline and targets for future years, a measure and a baseline were in fact established during 2007/08. Stakeholders include industry/ITOs, training providers, K-12 educators, unions, apprentices and sponsors.

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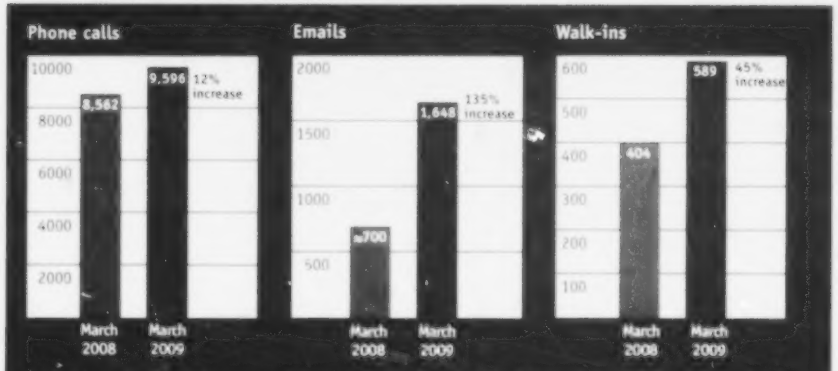
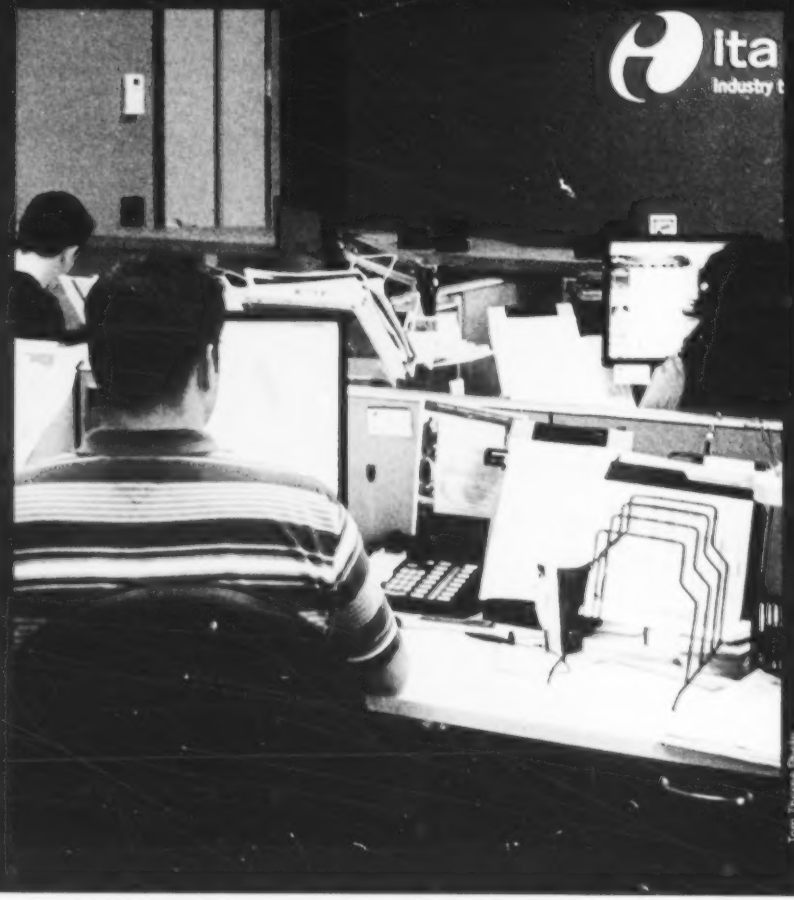
MARCH CUSTOMER SERVICE VOLUME INCREASES



High volumes at the ITA customer service centre in March 2009 impacted service level standards (see previous page).

ITA DIRECT ACCESS

ITADirectAccess was launched in February 2009 as a replacement for the legacy Apprenticeship Information Management System (AIMS). When fully functional, it will provide online access to training records – for training participants, sponsors, Industry Training Organizations and training providers – and transactional capabilities such as program registration, exam registration and work-based training hours reporting. ITADirectAccess has been designed to align with the current diversity of training program structures and to support information access and report generation that better align with current ITA performance measures. It will reduce the need for manual calculations in support of performance reporting and for manual data re-entry.



REPORT ON PERFORMANCE: SOURCES AND BENCHMARKS

Data Sources

ITADirectAccess is the data source which, in whole or in part, provides the basis for reporting against most of the measures in this plan. It is a robust information management system, tailored to the requirements of the ITA's operating environment, the use of which is subject to rigorous data-entry guidelines and business rules.

While some measures are direct outputs of ITADirectAccess, others – such as per cent of registered participants in ITO-managed programs and cost per participant trained – are based on data derived from ITADirectAccess, but require the application of manual calculations and/or cross-referencing with other data sources. Such requirements are subject to defined procedures and appropriate accuracy assurances.

Satisfaction and engagement measures are undertaken by independent market-research experts, applying industry best-practices and quality assurance procedures.

Two measures are based entirely on data whose origin is external to the ITA, and are subject to the following caveats:

- as noted above, Aboriginal participation data originates with the Ministry of Advanced Education and Labour Market Development's Central Data Warehouse – it is limited in scope (capturing participants at public post-secondary institutions only) and development of a more comprehensive measure is under discussion with the ITA's Aboriginal Advisory Committee; and
- waiting times data originates with training providers and is not yet subject to a consistent calculation methodology (although a standardized definition is in place) – standardization of methodology is being pursued by a working group formed with the Trades Training Consortium of BC.

Beyond these limitations, management has confidence in the reliability of the data used in the preparation of this report. Methodologies, criteria and timeframes relevant to the collection and interpretation of data are addressed in more detail in the notes to the ITA's monthly statistics reports available at www.itabc.ca.

Benchmarking

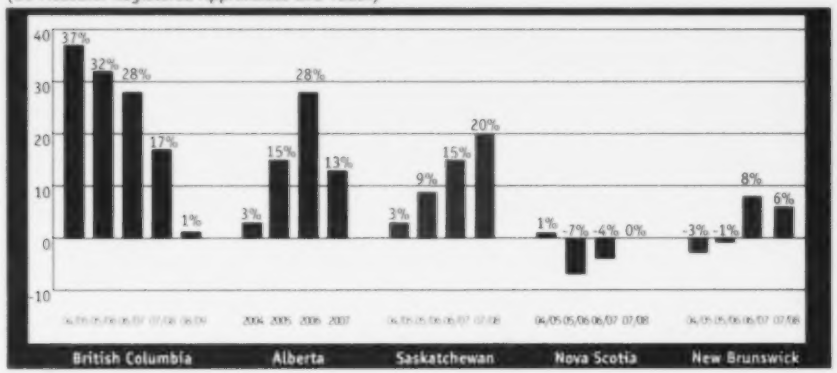
The following are comparisons of British Columbia's performance, on two key measures included in this report, and performance in four other Canadian jurisdictions. The measures and results cited are the most closely comparable ones that had been publicly released by the jurisdictions when this report was prepared (and therefore do not include 2008/09 results).

Given varying overall participation levels, results are shown as percentage increases. Possible variations in definitions and tracking mean these should be treated as order-of-magnitude comparisons. (See also national comparisons of exam pass rates, page 36.)

The ITA is participating in a Canadian Council of Directors of Apprenticeship initiative to develop a national performance-management framework that is expected to incorporate benchmarking, and may serve to expand the range of available comparisons in the future.

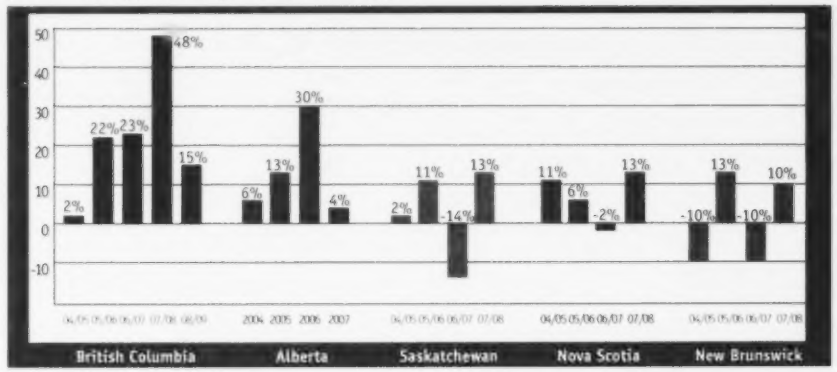
TOTAL PARTICIPATION: % INCREASE OVER PREVIOUS PERIOD

(BC Measure: Registered Apprentices and Youth)



CREDENTIALS: % INCREASE OVER PREVIOUS PERIOD

(BC Measure: Apprenticeship Credentials Awarded)



Sources and Measures Cited:

Alberta	Alberta Apprenticeship and Industry Training Board Annual Report - Total Apprentices Registered (all trades) - Total Number of Completed Apprentices, Trainees Certified and Individuals Issued Qualification Certificates
Saskatchewan	Apprenticeship and Trade Certification Commission Annual Report - Number of Apprentices at Year End - Number of Completions During Year
New Brunswick	Report of the Director, Apprenticeship and Certification - Apprentices at End of Period - Certificates of Qualification Issued
Nova Scotia	Nova Scotia Apprenticeship Training and Skill Development Annual Report (and Apprenticeship Training Statistics for: April 1, 2004 – March 31, 2005) - Active Apprentices at Year End - Certificates of Qualification Issued

GOVERNMENT/SHAREHOLDER EXPECTATIONS

The Minister of Advanced Education and Labour Market Development, to whom the Industry Training Authority (ITA) reports, updates a Shareholder's Letter of Expectations (SLE) annually. The SLE is then executed by the minister and the chair of the ITA's board. It supplements direction provided through the ITA's legislative mandate, defines more specific performance expectations, and is a basis for service plans and annual reports.

The most recent letter was finalized in February 2009, and contained no material changes to the previous version. The ITA's 2008/09 key responses to the defined accountabilities are noted below. These are largely long-standing accountabilities, and progress towards them is more thoroughly documented elsewhere in this report.

GOVERNMENT DIRECTION	2008/09 ITA ACTIONS
Provide relevant and responsive training	• Continued to expand and fully operationalize Industry Training Organization framework, and refined relevant policies (Goal 2) • Continued to increase proportion of updated programs (Goal 3) • Continued with research, analysis and broader engagement in support of completion rate improvement (Goal 1) • Continued to expand regional availability of technical training • Improved capacity to address volatility in training demand (funding availability, coordination with training providers)
Improve access for under-represented and target groups	• Advanced Aboriginal agenda through research, strategy development and ongoing collaboration with advisory committee (Goal 1) • Utilized Labour Market Agreement funding to implement demonstration programs addressing various barriers to Aboriginal, female and immigrant participation (see page 5) • Developed Multiple Assessment Pathways initiative (see page 10)
Attract young people	• Continued collaborative delivery of suite of programs aimed at promoting youth participation in trades (Goal 1) • Continued Top in Trades and other initiatives to promote trades-related awareness and intent • Initiated development of campaign to encourage continued participation in trades generally during downturn
Provide efficient, effective and flexible training delivery	• Worked with training providers to maximize seat utilization and otherwise improve efficiency of training delivery (Goal 3) • Advanced implementation of alternative technical training delivery, most particularly through E-PPRENTICE initiative (see page 6) • Worked with Trades Training Consortium of BC and training providers to address waiting times (Goal 3)
Labour mobility	• Ensured full compliance, by April 1, 2009, deadline, with mutual recognition provisions of both Trade, Investment and Labour Mobility Agreement (BC-Alberta) and Agreement on Internal Trade (national) • Collaborated with Canadian Council of Directors of Apprenticeship on promotion of value of Red Seal certification in context of enhanced mutual recognition of certification
Customer service/ administration	• Launched ITADirectAccess information management system (see page 20) • Increased customer service staffing and initiated inquiry handling review (Goal 4)

The current SLE is available at: www.itabc.ca.

Carbon Neutral Action

The government of British Columbia is legislatively committed to achieve net-zero greenhouse gas emissions from its operations, including those of agencies such as the ITA, by the 2010 calendar year. While the ITA's reduction capacities are limited, by virtue of the fact it neither operates a vehicle fleet nor owns buildings, it intends to further pursue the following opportunities:

- reducing travel by increasing use of audio and video conferencing
- purchasing 100 per cent recycled paper
- reducing the carbon footprint of information technology usage

These actions are identified in a carbon neutral action report for 2008, prepared and submitted by the ITA in accordance with the *Greenhouse Gas Reduction Targets Act*.

AUDITOR GENERAL'S REPORT

In November, 2008, the Office of the Auditor General of British Columbia issued a report entitled "A Major Renovation: Trades Training in British Columbia", addressing the effectiveness with which the trades training system is being led and managed. The central finding was that, during the period audited, insufficient guidance and direction had been provided to partners and stakeholders in connection with the new model for trades training that the ITA has put in place.

The ITA found the report to be a constructive reflection of some of the challenges associated with bringing about significant changes in the industry training system, and noted that actions were already underway to address most of the 12 specific recommendations made by the auditor general.

For example, one of the central findings related to a need for clarification of the roles and responsibilities of Industry Training Organizations. ITA staff and directors had in fact initiated work with the ITOs in the summer of 2008 on clarified operating and funding policies which were subsequently approved by the ITA's board.

The ITA's response to the auditor general's report (including an action plan published in March 2009, and prepared jointly with the Ministry of Advanced Education and Labour Market Development), is available at: www.itabc.ca.

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FINANCIAL REPORT
MANAGEMENT'S DISCUSSION & ANALYSIS

The Industry Training Authority (ITA) receives most of its revenue from the Province of British Columbia. The provincial contribution increased in 2008/09 – as it has through most of the ITA's operation – in part in support of a previous provincial government commitment to add 7,000 new apprenticeship training spaces over three years ending in 2010.

The provincial contribution for 2008/09 included $2.5 million originating with the federal government, provided through the Canada-BC Labour Market Agreement (LMA) and directed towards labour supply initiatives. The provincial contribution was below budget due mainly to longer-than anticipated lead times to launch LMA-supported labour supply initiatives.

Other income was negatively impacted by reduced investment revenues due to economic and market conditions, although service fee revenues were up.

Contributions to public and private training providers for training delivery were up in 2008/09, but below budget due to cancelled training intakes late in the year. This largely accounts for an excess of revenues over expenses at year end which, while small as a percentage of the total budget, was larger than during any year since 2004/05. These funds will be directed toward capital needs, including expanding the functionality of the new ITADirectAccess information management system.

For the first time in 2008/09, the ITA utilized its entire program development budget (although the designation budget was underspent). Program development spending reflects a more fully developed capacity to undertake such activities on the part of Industry Training Organizations.

Operating expenses were above budget primarily due to costs associated with the implementation of ITADirectAccess. Transfers to ITOs were below budget due to the formation of a single ITO for the transportation and aerospace sectors (formation of two separate ones had been foreseen), and a later-than anticipated operational date for the transportation ITO.

A strong focus on training seat utilization rates, during a period when training demand was more volatile as a result of economic conditions, had implications which impacted financial results during 2008/09.

Higher utilization rates improve the return on training expenditures. However, utilization improvement often entails less flexibility in the timing and location of training delivery. This likely contributed to intake cancellations in the fourth quarter, when the economic downturn made training demand more volatile and increased the importance of flexible delivery.

The ITA has factored this consideration into utilization rate targets going forward, and will also make available a larger pool of funding specifically for use in meeting unforeseen training needs, in the form of an expanded Learner Demand Fund established in 2008/09.

Both external and internal risks and capacity issues that impacted operational and financial performance in 2008/09 are described more fully in the Operating Environment section (page 8). The economic downturn was the most significant of these issues. In combination with the continued focus on utilization rates, its primary financial impact was the larger-than-usual excess of revenues over expenses.

Continued needs for increased flexibility in training delivery and skills assessment, and for enhanced target-group engagement (labour-supply development), require funding to address. Funding requirements are currently being met through the ITA's access to LMA funding, which is forecast to continue for several more years.

There is a relatively high degree of uncertainty with respect to demand for and capacity to provide industry training in 2009/10 and beyond, in light of the current economic downturn. The ITA views the downturn as an opportunity for enhanced skills development, and in particular is actively working to encourage long-term apprentices to complete their certification requirements during this period. Successful pursuit of such a strategy will depend on sustained funding contributions from the province, which are currently forecast to further increase in 2009/10.

SUMMARY OF FINANCIAL RESULTS 2005 TO 2009 AND FINANCIAL FORECAST 2010 TO 2012

STATEMENT OF OPERATIONS (in $ millions)

	Note	2005 Actual	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2009 Budget	Variance Budget	Variance Prior Year	2010 Forecast	2011 Forecast	2012 Forecast
Revenues												
Contributions from the Province	1	$78.1	$77.8	$90.8	$97.6	$103.4	$107.3	$(3.9)	$5.8	$113.7	$113.2	$112.9
Other Income	1	0.5	0.7	1.1	1.3	0.9	1.6	(0.7)	(0.4)	0.7	1.6	1.9
		78.6	78.5	91.9	98.9	104.3	108.9	(4.6)	5.4	114.4	114.8	114.8
Expenses												
Training Program Delivery		70.4	72.1	80.3	84.7	85.5	87.5	(2.0)	0.8	91.2	91.4	91.3
Program Development / Designation	2	1.6	1.4	2.8	2.8	3.3	3.7	(0.4)	0.5	2.6	2.7	2.7
Operating Expenses	2	3.1	4.2	4.5	4.3	5.4	4.3	1.1	1.1	4.1	4.2	4.4
Industry Training Organizations		—	0.6	1.2	1.9	2.5	3.0	(0.5)	0.6	3.6	3.8	3.8
Labour Market Development/Supply Side Initiatives		—	—	—	0.3	2.5	6.0	(3.5)	2.2	8.5	8.0	8.0
Salaries & Benefits		1.2	1.6	2.4	4.0	3.6	4.4	(0.8)	(0.4)	4.4	4.7	4.6
		76.3	79.9	91.2	98.0	102.8	108.9	(6.1)	4.8	114.4	114.8	114.8
Excess (Deficiency) of Revenues Over Expenses		$2.3	$(1.4)	$0.7	$0.9	$1.5	$—	$1.5	$0.6	$—	$—	$—
Capital Expenditures		0.1	0.3	2.2	1.2	1.2	1.2	—	—	1.0	1.0	1.0
Staffing		11	14	39	45	50	50	—	5	50	50	50

Notes 1 Deferred contributions from the province now included in Contributions from the Province
2 Mobile Trainer expenses now included in Program Development/Designation

STATEMENT OF MANAGEMENT RESPONSIBILITY FOR FINANCIAL REPORTING

The Industry Training Authority's (ITA) management is responsible for the preparation of the accompanying financial statements in accordance with Canadian generally accepted accounting principles for not-for-profit organizations. These financial statements include some amounts based on management's estimates and judgments.

Management is responsible for the integrity and fairness of the financial statements and has established internal control systems to provide reasonable assurance that relevant and reliable financial information is produced and that assets are safeguarded.

The Board of Directors is responsible for overseeing management in the performance of its financial reporting responsibilities and relies on the Audit Committee to assist the Board in the discharge of its responsibilities. The Audit Committee meets periodically with management and external auditors concerning internal controls and all other matters relating to financial reporting.

The Industry Training Authority's auditor is the Auditor General of British Columbia. The Auditor General has full and unrestricted access to the Audit Committee. The Auditor General has performed an independent audit of the financial statements for the ITA in accordance with Canadian generally accepted auditing standards. The Auditor General's report outlines the scope of this independent audit and his opinion on the financial statements of the ITA.

Kevin Evans
Chief Executive Officer
Richmond, British Columbia
May 19, 2009

Sue Thomas, CA
Executive Lead, Finance and Corporate Services

Report of the Auditor General of British Columbia

To the Members of the Board of Directors of the Industry Training Authority, and

To the Minister of Advanced Education and Labour Market Development, Province of British Columbia

I have audited the statement of financial position of the *Industry Training Authority* as at March 31, 2009, and the statements of changes in net assets, operations and cash flows for the year then ended. These financial statements are the responsibility of the Authority's management. My responsibility is to express an opinion on these financial statements based on my audit.

I conducted my audit in accordance with Canadian generally accepted auditing standards. Those standards require that I plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In my opinion, these financial statements present fairly, in all material respects, the financial position of the *Industry Training Authority* as at March 31, 2009, and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Victoria, British Columbia
May 19, 2009

John Doyle, MBA, CA
Auditor General

STATEMENT OF FINANCIAL POSITION

As at March 31, 2009

	Note	2009	2008
ASSETS			
Cash and Cash Equivalents		$ 7,145,031	$ 7,079,279
Accounts Receivable	3	2,541,808	335,063
Prepaid Expenses	4	1,172,652	985,787
		10,859,491	8,400,129
Capital Assets	5	3,609,327	2,950,674
		$ 14,468,818	$ 11,350,803
LIABILITIES			
Accounts Payable and Accrued Liabilities	6	$ 6,458,646	$ 4,701,252
Deferred Contribution	7	782,312	782,312
Deferred Capital Contributions	8	1,169,818	1,365,937
NET ASSETS			
Invested in Capital Assets		2,439,510	1,584,738
Unrestricted	9	3,618,532	2,916,564
		6,058,042	4,501,302
		$ 14,468,818	$ 11,350,803

The accompanying notes are an integral part of these financial statements.

On behalf of the Board of Directors

Frank Borowicz
Chair, Board of Directors

Jack Carthy
Chair, Audit Committee

STATEMENT OF CHANGES IN NET ASSETS

For the year ended March 31, 2009

	Invested in Capital Assets	Unrestricted	Total 2009	Total 2008
Balance, Beginning of Year	$ 1,584,738	$ 2,916,564	$ 4,501,302	$ 3,570,755
Excess of Revenues over Expenses For the Year	—	1,556,740	1,556,740	930,547
Investment in Capital Assets:				
Cost	1,160,419	(1,160,419)	—	—
Amortization	(305,647)	305,647	—	—
Balance, End of Year	$ 2,439,510	$ 3,618,532	$ 6,058,042	$ 4,501,302

The accompanying notes are an integral part of these financial statements.

STATEMENT OF OPERATIONS

For the year ended March 31, 2009

	Note	2009	2008
REVENUES			
Contributions from the Province		$ 103,397,113	$ 97,586,244
Contributions from the Federal Government		—	29,848
Interest Income		540,965	980,587
Examination and Assessment Fees		259,193	202,620
Designation Fees		54,283	34,789
Other Income		30,000	70,000
		104,281,554	98,904,088
EXPENSES			
Contributions to Training Providers		85,157,241	84,434,985
Salaries and Benefits		3,565,952	3,989,666
Program Development Costs		3,105,369	2,552,483
Labour Market Agreement Projects / Aboriginal Labour Supply Initiatives	10	2,489,292	318,711
Industry Training Organizations	14	2,477,417	1,935,405
Information Systems Operating Costs		1,196,369	640,915
Professional Services		1,107,179	798,913
General Office and Business Expenses		811,692	699,684
Communications and Marketing		698,851	587,739
Amortization Expense		501,766	564,607
Secondary School Apprenticeship (SSA) Scholarships		332,000	285,500
Customer Service		322,462	271,338
Building Occupancy Charges		299,069	268,189
Travel		242,907	316,853
Board Fees and Expenses		183,942	105,463
Mobile Training Unit Operating Costs		233,306	203,090
		102,724,814	97,973,541
Excess of Revenues over Expenses for the Year		$ 1,556,740	$ 930,547

The accompanying notes are an integral part of these financial statements.

STATEMENT OF CASH FLOWS

For the year ended March 31, 2009

	2009	2008
Cash Provided by (Used for):		
Operating Activities		
Excess of Revenues over Expenses for the year	$ 1,556,740	$ 930,547
Items not affecting Cash:		
Deferred Contribution Recognized as Revenue	—	(222,008)
Amortization of Deferred Capital Contributions	(196,119)	(260,236)
Amortization Expense	501,766	564,607
Changes in Working Capital:		
Decrease (Increase) in Accounts Receivable	(2,206,745)	(189,063)
Decrease (Increase) in Prepaid Expenses	(186,865)	(566,279)
(Decrease) Increase in Accounts Payable and Accrued Liabilities	1,757,394	(3,066,619)
	1,226,171	(2,809,051)
Investing Activities		
Purchase of Capital Assets	(1,160,419)	(1,153,324)
Increase (Decrease) in Cash	65,752	(3,962,375)
Cash, Beginning of Year	7,079,279	11,041,654
Cash, End of Year	$ 7,145,031	$ 7,079,279
Represented by:		
Bank Account – Operating	$ 7,121,673	$ 7,050,726
Bank Account – Program	23,058	28,253
Petty Cash	300	300
	$ 7,145,031	$ 7,079,279

The accompanying notes are an integral part of these financial statements.

NOTES TO FINANCIAL STATEMENTS

For the year ended March 31, 2009

1. Authority and Purpose

The Industry Training Authority (ITA) was established on January 2, 2004 as a not for profit corporation and an agent of the Provincial government under the *Industry Training Authority Act*. Its Board of Directors consists of nine members appointed by the provincial government.

The ITA is mandated to govern, expand and improve British Columbia's industry training system. It serves the public interest in seeing industry's needs for skilled labour are met, while providing individuals with accessible training opportunities that are closely linked to workplace opportunities.

The ITA's mandate and accountabilities are defined in the *Industry Training Authority Act*. Further direction and accountability are provided through a Shareholder's Letter of Expectations, executed jointly by the ITA and the Minister of Advanced Education and Labour Market Development.

The ITA receives substantially all of its funding from the Province of British Columbia through the Ministry of Advanced Education and Labour Market Development. It is exempt from income tax under the *Income Tax Act*.

2. Significant Accounting Policies

These financial statements are prepared by management in accordance with Canadian Generally Accepted Accounting Principles (GAAP) for not-for-profit organizations. The following is a summary of significant accounting policies used in the preparation of these financial statements.

(a) Revenues and Expenses

The ITA follows the deferral method of accounting for contributions. Operating contributions from the Province are recognized as revenue in the period in which they become receivable. Capital or other restricted funding is deferred and recognized as revenue in the period in which the related expenses are incurred.

Contributions payable to Post Secondary Institutions and other service providers for training programs are recognized as expenses in the period in which the transactions and events giving rise to the contributions have occurred.

(b) Capital Assets

Capital assets are recorded at cost and are depreciated on a straight-line basis over their estimated useful life:

Mobile Trainer	10 years
PC Hardware and Software	3 years
ITADirectAccess (formerly Computer Mainframe)	10 years
Furniture and Tools	3 years
Leasehold Improvements	3 – 5 years

(c) Financial Instruments

Financial instruments consist of cash and cash equivalents, accounts receivable, accounts payable and accrued liabilities. The ITA has designated cash and cash equivalents, accounts receivable, accounts payable and accrued liabilities as held for trading and measured them at fair value, which approximates their carrying value due to the immediate or short-term maturity of these instruments.

It is management's opinion that the ITA is not exposed to significant interest, currency or credit risks arising from these financial instruments.

(d) Use of Estimates

The preparation of the financial statements of the ITA requires management to make estimates and assumptions that impact reported amounts for assets and liabilities at the date of the financial statements and revenues and expenses during the reporting periods. Significant areas requiring the use of management estimates relate to the rates for amortization and ACE IT program liabilities. Actual results could differ from estimates.

(e) Future Accounting and Reporting Changes

In January 2009, the Canadian Institute of Chartered Accountants (CICA) issued a number of changes to the not-for-profit accounting standards. Beginning with the April 1, 2009 financial reporting, the following changes could impact the ITA:

- in CICA section 4400, eliminating the requirement to treat net assets invested in capital assets as a separate component of net assets, and
- in CICA section 4460, changes to the disclosure requirements for related party transactions to be consistent with requirements of private enterprises in CICA section 3840.

The ITA does not expect any of the changes in standards will have a significant impact on its financial reporting.

3. Accounts Receivable

	2009	2008
Province of British Columbia	$ 2,489,881	$ 98,760
Government Related Entities	35,840	110,430
Federal Government	—	31,334
Trade and Other	16,087	94,539
	$ 2,541,808	$ 335,063

The Accounts Receivable Province of British Columbia is for the Labour Market Agreement project which is on a cost recovery basis from the Ministry of Advanced Education and Labour Market Development.

4. Prepaid Expenses

	2009	2008
Industry Training Organizations	$ 388,265	$ 462,137
Private Trainers	472,500	423,065
LMA – Flexible Learning Simon Fraser University	143,482	—
Interprovincial Computerized Exam Management	110,421	—
Operational Expenses	57,984	100,585
	$ 1,172,652	$ 985,787

5. Capital Assets

	Cost	2009 Accumulated Depreciation	Net Book Value	2008 Net Book Value
Mobile Trainer	$ 1,369,860	$ 273,984	$1,095,876	$ 1,232,868
PC Hardware and Software	696,041	570,824	125,217	240,011
ITADirectAccess	2,621,653	390,026	2,231,627	1,192,030
Furniture and Tools	325,568	280,050	45,518	125,659
Leasehold Improvement	236,272	125,183	111,089	160,106
	$ 5,249,394	$ 1,640,067	$3,609,327	$ 2,950,674

6. Accounts Payable and Accrued Liabilities

	2009	2008
Trade	$ 3,571,060	$ 2,176,180
Province of British Columbia	225,283	139,297
Public Training Institutions	653,631	34,283
School Districts	1,541,063	1,670,223
Accrued Salaries and Benefits	467,609	681,269
	$ 6,458,646	$ 4,701,252

7. Deferred Contribution

The deferred contribution represents unspent resources externally restricted for the Youth Exploring Skills to Industry Training (YES 2 IT) program.

	2009	2008
Balance, beginning of year	$ 782,312	$ 1,004,320
Amount recognized as revenue	—	(222,008)
Balance, end of year	$ 782,312	$ 782,312

8. Deferred Capital Contributions

	2009	2008
Balance, beginning of year	$ 1,365,937	$ 1,626,173
Amount amortized to revenue	(196,119)	(260,236)
Balance, end of year	$ 1,169,818	$ 1,365,937
The balance is made up of the following:		
Apprentice Information Management System (AIMS)	$ —	$ 15,243
Mobile Training Unit	1,118,514	1,278,150
Deferred Tenant Improvement Allowance	51,304	72,544
	$ 1,169,818	$ 1,365,937

9. Unrestricted Net Assets

The unrestricted net assets can be used for investment in capital assets or, with the prior approval of the Treasury Board, for meeting operating expenses in future years.

10. Labour Market Agreement Projects/Aboriginal Labour Supply Initiatives

The Canada-British Columbia Labour Market Agreement (LMA) was signed on February 20, 2008. British Columbia, represented by the Ministry of Advanced Education and Labour Market Development (ALMD), receives multi-year funding from Human Resources and Skills Development Canada. The purpose of this funding is to assist individuals to prepare for entry or return to employment. The program expenses are funded on a cost recovery basis from ALMD. Salaries and benefits of $358,982 are included in this recovery.

Last year the special project was for the Aboriginal Supply Initiatives.

	2009	2008
Trades Training for New Immigrants	$ 244,602	$ —
Flexible Learning in the Trades	400,601	—
Aboriginal Apprenticeship Strategy	583,500	—
Aboriginal Supply Side Initiatives	—	318,711
Prior Learning Assessment Tools for Immigrants	425,695	—
Empowering Women in Trades	834,894	—
	$ 2,489,292	$ 318,711

11. Employees' Pension Plan and Benefits Plan

(a) Benefits

The ITA pays 100% of premiums relating to a comprehensive benefits plan for its employees including: extended medical, dental and life insurance. Long term disability insurance was converted to employee paid effective May 1, 2008. Payments made by the ITA were $170,882 (2008 - $153,370). The ITA has no liability for future benefit obligations.

(b) Registered Retirement Savings Plan

The ITA has consolidated pension plans and discontinued the employer-paid group RSP effective January 31, 2009. Total employer RSP payments made by the ITA were $88,524 (2008 – $104,703).

(c) Public Service Pension Plan

The ITA and its employees contribute to the Public Service Pension Plan in accordance with the *Public Sector Pensions Act*. The British Columbia Pension Corporation administers the plan, including payment of pension benefits to employees to whom the Act applies. The Public Service Pension Plan is a multi-employer, defined benefit plan. Under joint trusteeship, the risk and reward associated with the Plan's unfunded liability or surplus is shared between the employers and the plan members and will be reflected in their future contributions.The most recent actuarial valuation (March 31, 2008) determined the Plan has a surplus. Despite the surplus, the Public Service Pension Board of Trustees is required to implement a contribution rate increase of 0.15% each, for plan members and employers to meet the funding requirements of the *Pension Benefits Standards Act*. The increase in rates will go into effect April 1, 2009. Contributions to the Plan by the ITA for the fiscal year were $186,287 (2008 – $159,005).

The ITA has adjusted the accrual for an obligation arising from enrolment arrears contributions that should have been made to the plan on behalf of a number of employees to $142,590 (2008 – $406,000) to reflect the PSPP Board's recognition of previous contributions to the RSP. This change in accrual has been reflected in the current year Statement of Operations.

12. Commitments

The ITA has capital and operating commitments with respect to the ITADirectAccess (referred to as the rITA Project in 2008). The ITA also has operating lease obligations for premises and copiers.

	Direct Access	Leases	Total
2010	$ 474,000	$ 327,366	$ 801,366
2011	474,000	327,652	801,652
2012	—	234,115	234,115
2013	—	175,779	175,779
2014	—	149,663	149,663
	$ 948,000	$ 1,214,575	$ 2,162,575

13. Related Party Transactions

(a) The ITA is related through common ownership to all Province of British Columbia ministries, agencies, school districts, health authorities, colleges, universities, and crown corporations. Transactions with these entities, unless disclosed separately are considered to be in the normal course of operations and are recorded at the exchange amount which is the amount of consideration established and agreed to by the related parties. The significant related party transactions include contributions to Post Secondary Institutions of $72,155,756, School Districts of $4,355,698 Secondary School Apprenticeship Scholarships through the Ministry of Education of $332,000 and payments for leased facilities through the Ministry of Labour and Citizen's Services – Accommodation and Real Estate Services for $299,069.

(b) During the year there were no payments made to companies that a member of the Board of Directors had an interest in. Payments of $1,570,000 ($1,100,000 – 2008) and $79,881 (2008 – $390,000) were made to two separate not-for-profit societies, each of whose Boards had or currently includes an employee of the ITA. The employee's participation on the first Board ended November 21, 2008. The employees did not participate in the approval of the payments.

14. Industry Training Organizations

In keeping with its Shareholder Letter of Expectations from the Province, the ITA provides the policy framework and funding to support active and effective industry engagement and leadership through Industry Training Organizations (ITOs) with the aim of stimulating specific industry input in relation to program standards and training demand for each applicable industry sector.

The ITA made payments to the ITOs in accordance with specific funding agreements for the development of new training programs, modification of existing training programs, assessment of specific industry training demand and operational support.

The Tourism ITO, Propel, is a pre-existing tourism related independent not-for-profit industry association. Funding provided to Propel was $719,214 for the year ended March 31, 2009 (2008 – $265,000).

Six other ITOs are constituted as not-for-profit entities under the *BC Society Act* and are tax exempt under the *Income Tax Act*. These ITOs have not been consolidated into the ITA's statements:

- there are no significant differences in accounting policies from those followed by the ITA;
- there are no restrictions on their resources; and
- a financial summary as of and for the years ended March 31, 2009 and 2008 is:

	2009	2008
Total Assets	$ 1,193,841	$ 1,012,044
Total Liabilities	363,179	518,780
Net Assets	$ 830,662	$ 493,264
Total Revenues	$ 4,454,560	$ 2,936,114
Total Expenses	$ 4,168,635	$ 2,617,972
Cash Flows – Operating	$ 634,221	$ 220,971
– Investing	$ (55,094)	$ (109,825)

15. Asset Transfer Subsequent to Year End

During the year ended March 31, 2009 the Minister of Advanced Education and Labour Market Development requested the ITA transfer the mobile trainer and tools to Nicola Valley Institute of Technology, a related party. The transfer of the mobile trainer and tools on April 1, 2009 at its book value of $1,118,514 will have no impact to ITA's Statement of Operations. The loss on the disposal of the mobile trainer and tools would be offset by the recognition of the deferred capital contribution revenue.

16. Economic Dependence

Operations for the ITA are dependent on continued funding from the Ministry of Advanced Education and Labour Market Development to carry out its programs. These financial statements have been prepared in accordance with Canadian GAAP for not-for-profit organizations. This contemplates continuation of the ITA as a "going concern".

17. Comparative Figures

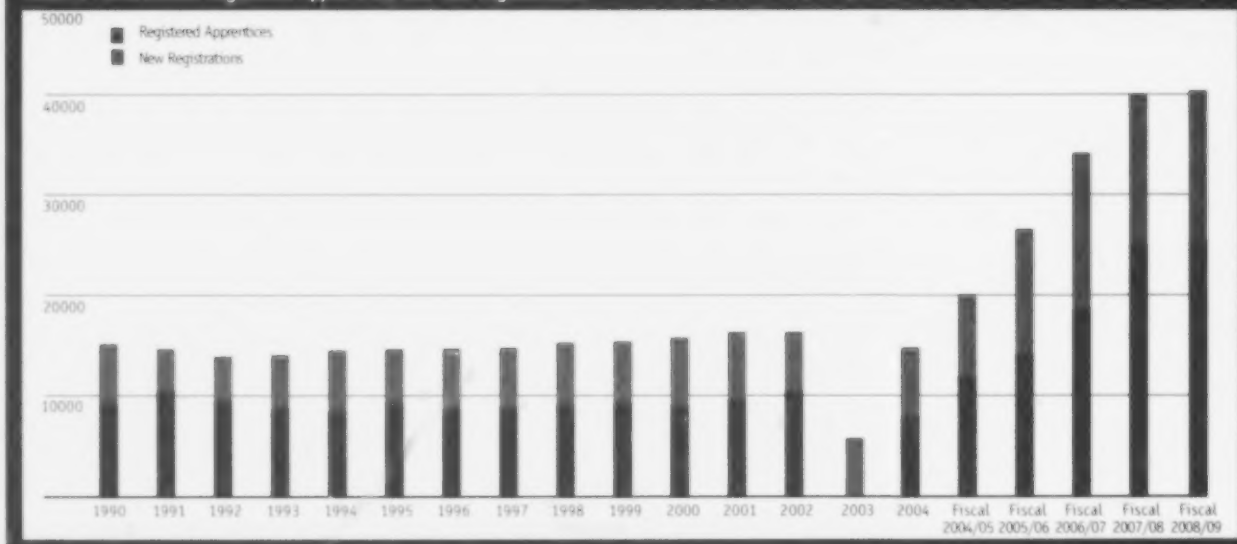
Certain comparative figures have been reclassified to conform to the current year's presentation.

KEY STATISTICS:
HISTORIC AND RECENT PERFORMANCE

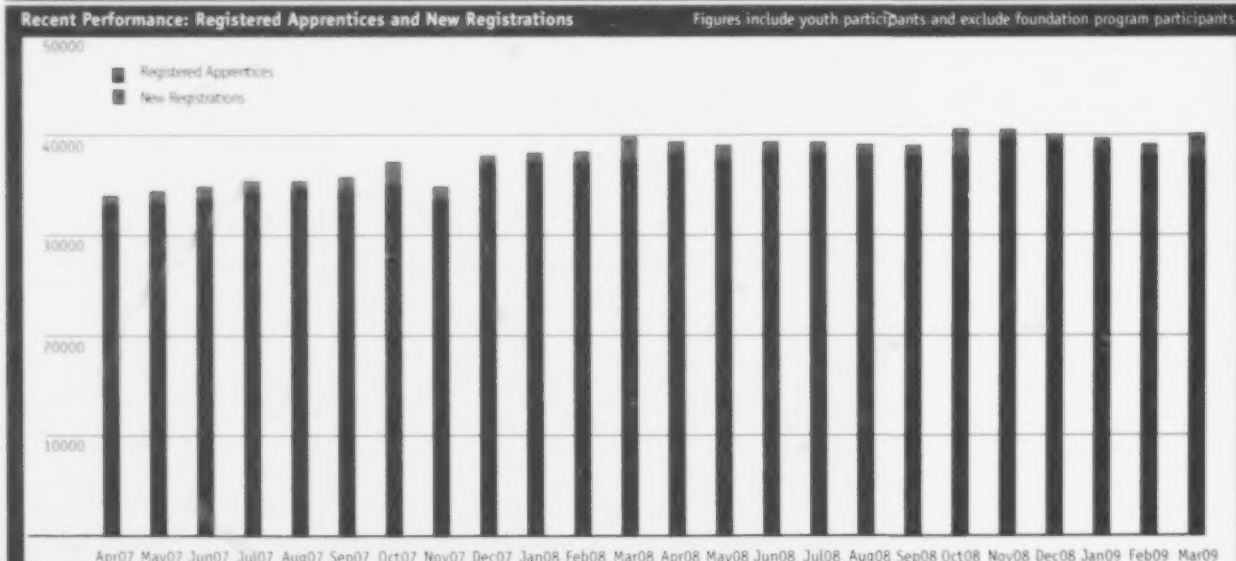
The full bars in these graphs represent the total number of registered apprentices at the end of the relevant time period. The red sections of the bars represent the proportion of that total made up of new registrations during the period.

Registered apprentice figures from 1990-2002 and those from 2004 onward are not precisely comparable – as a result of the implementation of refined classification and tracking procedures – but provide an indication of relative participation levels over time. Sufficiently comparable numbers are not available for the 2003 transitional period immediately prior to when the ITA was formed and only the new registration figure is shown for that time period.

Historic Performance: Registered Apprentices and New Registrations Figures include youth participants and exclude foundation program participants.

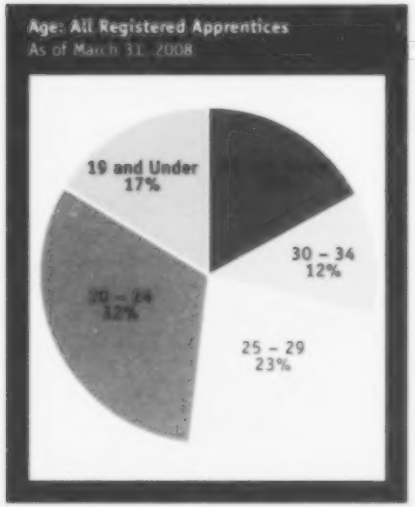


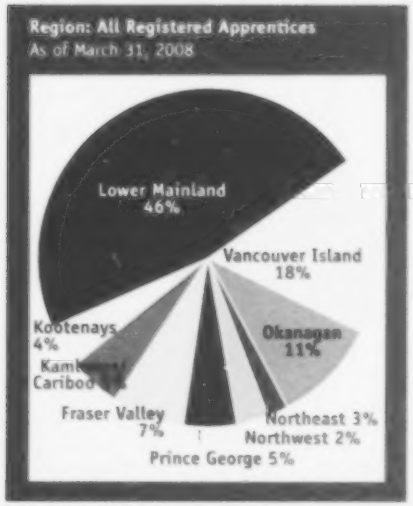
Recent Performance: Registered Apprentices and New Registrations Figures include youth participants and exclude foundation program participants.



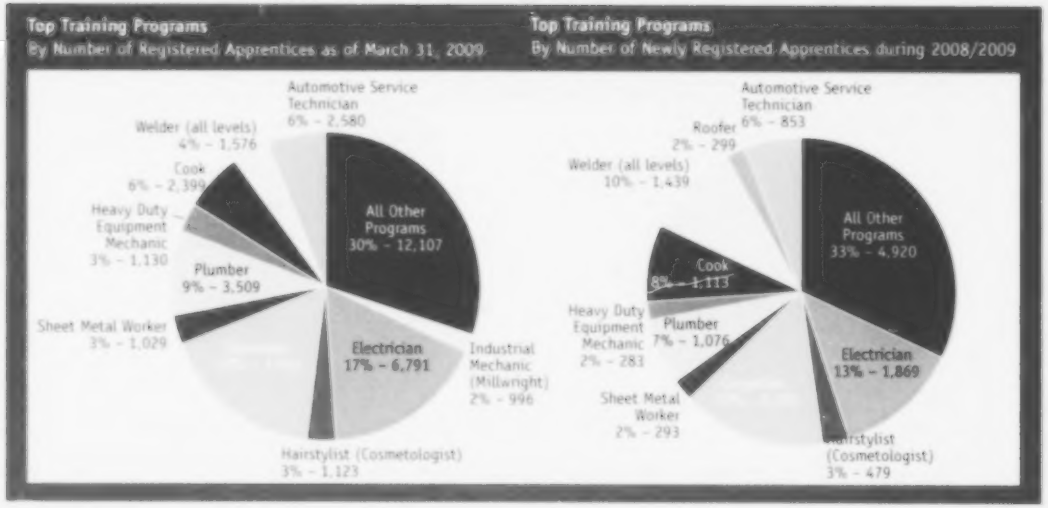
October and March figures for new registrations include ACE IT intakes.

TRAINING PARTICIPANTS

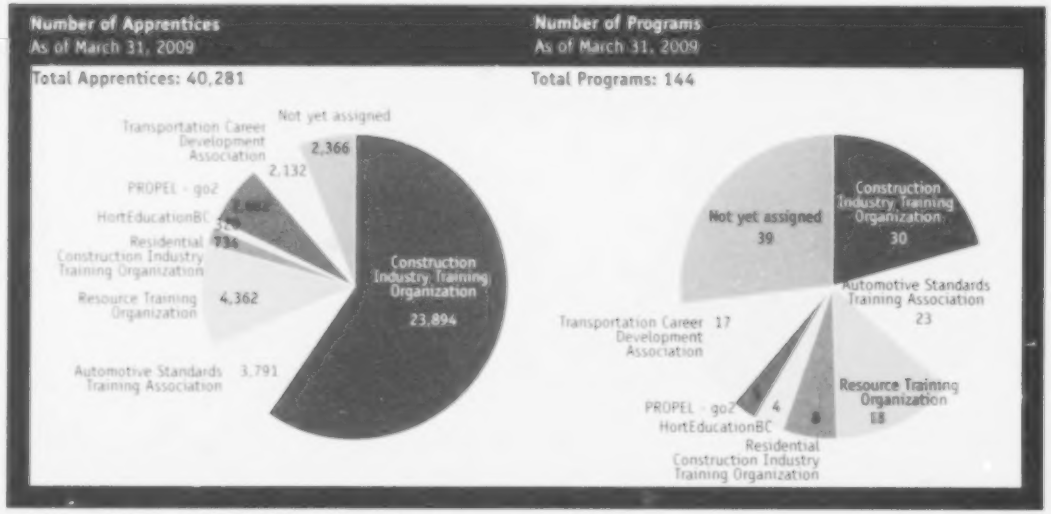




TRAINING PROGRAMS



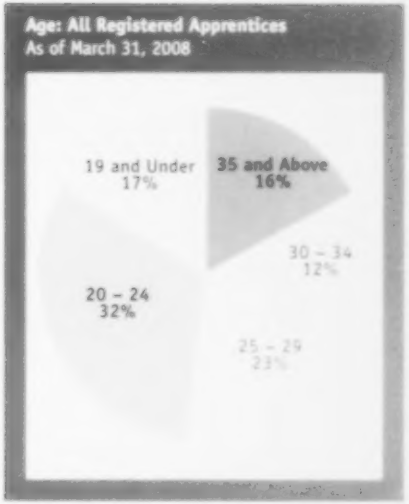
OPERATING INDUSTRY TRAINING ORGANIZATIONS: SCOPE OF RESPONSIBILITIES



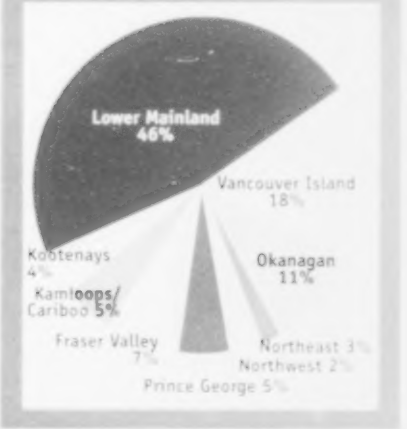
Figures include youth participants and exclude foundation program participants.

TRAINING PARTICIPANTS

Age: All Registered Apprentices
As of March 31, 2008



Region: All Registered Apprentices
As of March 31, 2008



TRAINING PROGRAMS

Top Training Programs
By Number of Registered Apprentices as of March 31, 2009

Top Training Programs
By Number of Newly Registered Apprentices during 2008/2009

OPERATING INDUSTRY TRAINING ORGANIZATIONS' SCOPE OF RESPONSIBILITIES

Number of Apprentices
As of March 31, 2008

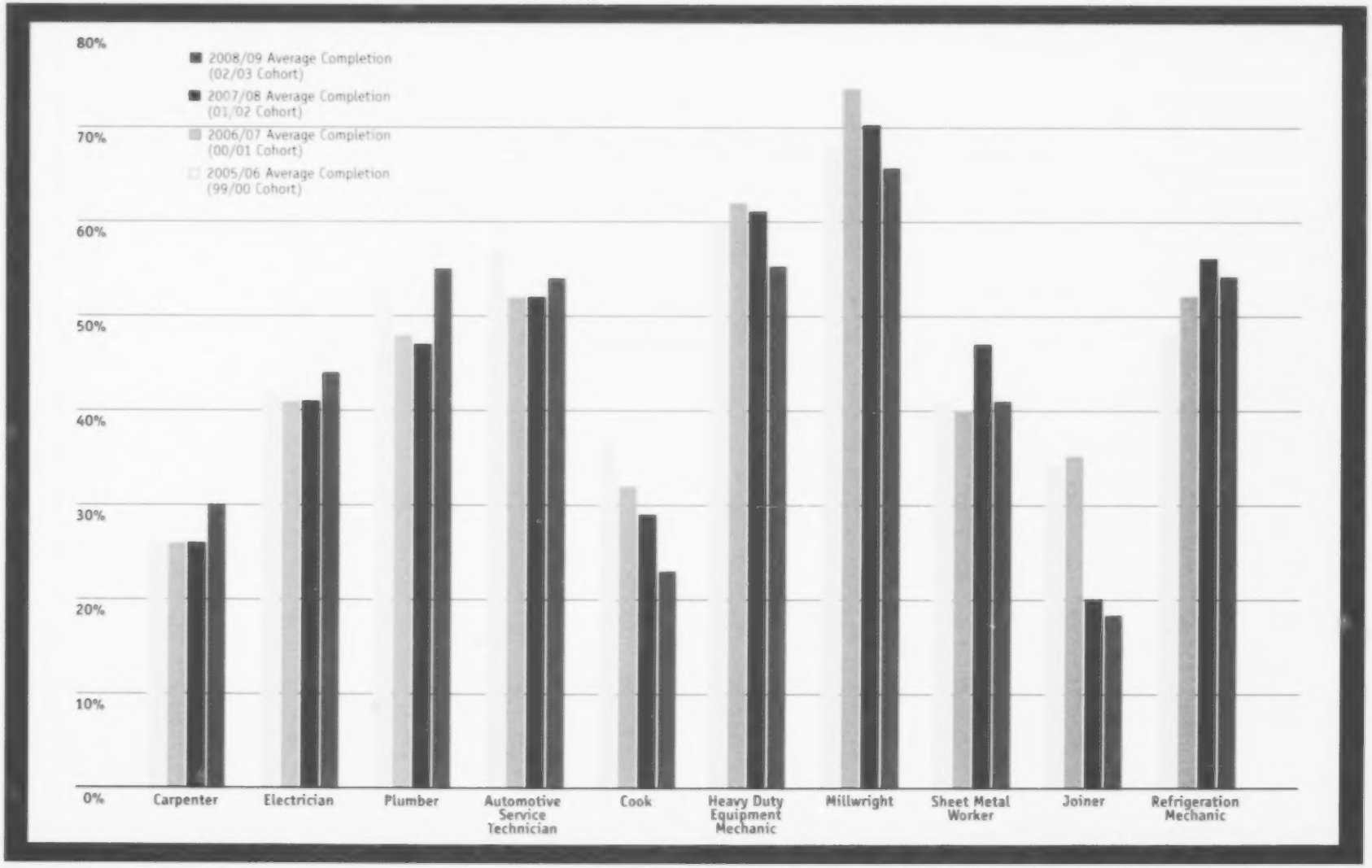
Total Apprentices: 40,281

Number of Programs
As of March 31, 2009

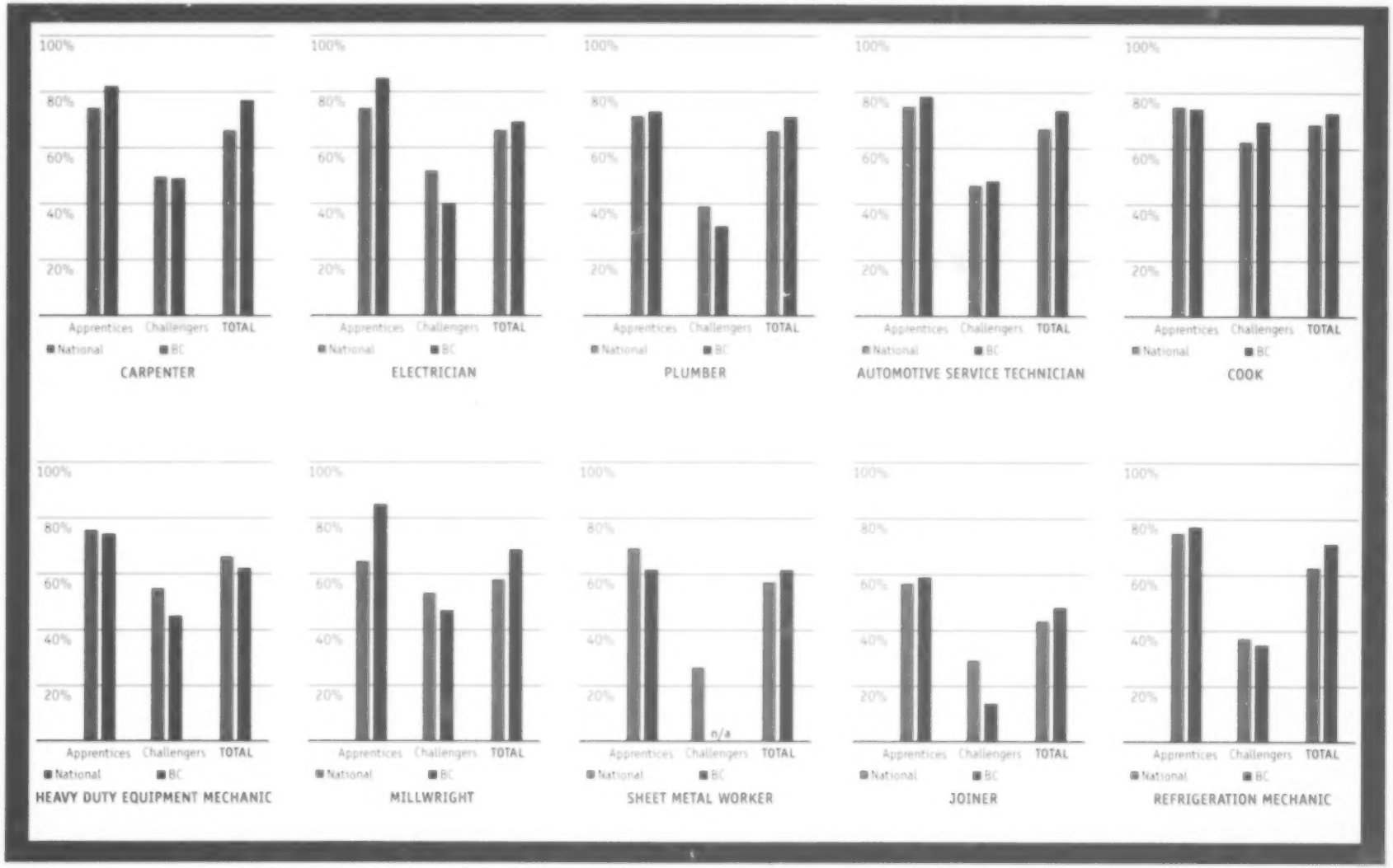
Total Programs: 144

Figures include youth participants and exclude foundation program participants.

COMPLETION RATES, MAJOR RED SEAL TRADES



EXAMINATION PASS RATES, MAJOR RED SEAL TRADES, 2008



RESULTS ARE FOR CALENDAR 2008. RESULTS FOR ALBERTA AND NUNAVUT WERE NOT YET AVAILABLE WHEN THIS REPORT WAS PREPARED AND ARE THEREFORE EXCLUDED FROM THE NATIONAL AVERAGES SHOWN.

GLOSSARY

ACE IT – One of three programs to facilitate youth entry into industry training, providing secondary school students with the opportunity to earn credit for level one (or higher) technical training, through partnership arrangements involving school districts, post-secondary institutions, and local employers. Participants may also achieve credit towards completion of both the work-based training component of an apprenticeship and secondary school graduation, and/or post-secondary credit depending on program structure.

Alternative Training Delivery – Technical training delivery that does not involve traditional block release and time-based models delivered in institutions. Examples include part-time and competency-based training, and e-learning and other forms of distance learning.

Apprentice – A person who registers with the Industry Training Authority and pursues an industry training program – combining work-based training with technical or institution-based training – with the intent of obtaining an industry training credential.

BC Reporting Principles – A set of principles – endorsed by the government, legislature and auditor general of British Columbia – intended to enhance the quality of information disclosed by British Columbia Crown agencies in their annual reports.

Challengers/Challenge Process – Individuals who have not participated in a formal apprenticeship program in Canada, but who have been assessed and approved to write the final certification exam based on their prior experience and existing skills.

Credential/Certification – Recognition that an individual has met the requirements of an industry training program either through participation in a formal apprenticeship program or a challenge process. In British Columbia, credentials take the form of provincial certificates of qualification (often issued with inter-provincial or Red Seal endorsements), certificates of apprenticeship, and certificates of completion (foundation programs).

Foundation Programs – Pre-apprenticeship and primarily in-school based programs (including those formally known as Entry Level Trades Training Programs) directly aligned with apprenticeship programs, and providing an entry point by which participants can earn credit for level one technical training without the need for a sponsor who has committed to provide work-based training.

Full-Service Model – The final operational stage for an Industry Training Organization, during which it provides a broader range of services under a fee-for-service contract with the ITA.

Industry Training Organization – An industry-directed, not-for-profit legal entity with responsibility for developing and managing industry training programs province-wide within a particular economic sector (e.g. horticulture, residential construction, automotive repair).

Industry Training Program – An occupation-specific program involving defined competencies and standards, assessment tools and a credential to be awarded upon successful completion. Includes both apprenticeship and foundation programs.

Labour Market Agreement – Bi-lateral agreements under which the federal government provides funding (pursuant to the *Employment Insurance Act*) for specific labour market initiatives which the province then assumes responsibility to design and deliver.

Red Seal – A national program providing a standardized endorsement for specific occupations/trades and allowing for greater labour mobility. Upon successful completion of a Red Seal exam, a Red Seal endorsement is added to the provincial credential.

Secondary School Apprenticeship (SSA) – One of three programs to facilitate youth entry into industry training, providing secondary school students with the opportunity to earn combined credit towards completion of both the work-based training component of an apprenticeship and secondary school graduation, as well as to qualify for a $1,000 scholarship.

Sponsor – A qualified individual or other legal entity (often, but not necessarily, an employer) that commits to ensuring that an apprentice receives work-based training relevant to his or her industry training program, and under the direction of one or more qualified individuals.

Technical Training – The institution-based (in-class or distance education) component of an industry training program that provides a combination of theoretical knowledge and practical skills to complement work-based training.

Training Purchase Plans – Contractual agreements between the Industry Training Authority and training providers, specifying the types of industry training programs to be offered – and number of participants – in return for defined funding contributions.

Utilization Rates – The proportion of available spaces within ITA-funded technical training programs that were actually filled by apprentices (including programs offered at public post-secondary institutions, by private trainers, and as part of pilot programs).

YES 2 IT – One of three programs to facilitate youth entry into industry training, providing students in grades 6-9 with opportunities for hands-on exploration of trades careers, offered in partnership with local employers.

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